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NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

January 20, 1994

ACTION

MEMORANDUM FOR ANTHONY LAKE

THROUGH:

ROBERT BELL *RHB*

FROM:

KEITH HAHN *KH*

SUBJECT:

National Security Telecommunications Advisory
Committee (NSTAC) Letters

Attached at Tab A are letters from the President thanking Paul Steiner, Robert Brown and Gerald Ebker for their service on the National Security Telecommunications Advisory Committee (NSTAC).

As you may remember, the NSTAC plays an important role in coordinating joint industry-government efforts in telecommunications. Their cooperation will continue to be critical in realizing President Clinton's goal of an "information superhighway." The joint industry-government planning that this organization provides is also essential in addressing issues such as interoperability, network security, crisis management of intelligence networks and priority call processing during crises.

The President and the Vice President have been invited to address the NSTAC at their next meeting on March 2. The Vice President spoke at their last meeting on May 27, 1993. A recommendation on White House participation at the March 2 meeting will be provided separately.

RECOMMENDATION

That you forward the memorandum at Tab I to the President.

Attachments

Tab I Memorandum for the President
Tab A Letters for President's Signature

THE WHITE HOUSE
WASHINGTON

ACTION

MEMORANDUM FOR THE PRESIDENT

FROM: ANTHONY LAKE

SUBJECT: National Security Telecommunications Advisory
Committee (NSTAC) Letters

Purpose

Attached at Tab A for your signature are letters thanking Paul Steiner, Robert Brown and Gerald Ebker for their service on the National Security Telecommunications Advisory Committee (NSTAC).

Background

The President's National Security Telecommunications Advisory Committee is composed of 23 corporate leaders of the telecommunications industry. Their companies build, supply and operate both the government and the private sector information infrastructure. NSTAC is a Federal Advisory Committee whose objective is to provide a source of expertise, knowledge and insight on issues such as joint industry-government telecommunications planning, interoperability, network security, crisis management of intelligence networks and disaster response.

The NSTAC will be meeting on March 2 in Washington D.C. You and the Vice President have been invited to meet briefly with them in the Indian Treaty Room. A recommendation on your participation in this event will be made separately.

RECOMMENDATION

That you sign the letters at Tab A.

Attachment

Tab A Letters to Retiring Members of the NSTAC

cc: Vice President
Chief of Staff

THE WHITE HOUSE

WASHINGTON

Dear Gerry:

My sincere thanks to you for your dedicated service to the President's National Security Telecommunications Advisory Committee.

During these past few years of dramatic changes in the threats to our national security and the technological advancements in the telecommunications industry, the Committee provided the finest advice available. Your membership and faithful support helped ensure our country's telecommunications resources were prepared for the likes of Operations Desert Shield and Desert Storm, Hurricanes Andrew and Iniki, floods in the Midwest and earthquakes in California. Thanks to your personal interest, the Committee has set the standard for a Government and industry partnership that assures our national telecommunications remain effective, reliable, efficient and secure.

On behalf of the American people, thank you for your service to the Nation.

Sincerely,

Mr. Gerald W. Ebker
Chairman and Chief Executive Officer
International Business Machines
Federal Systems Company
6600 Rockledge Drive
Bethesda, MD 20817

THE WHITE HOUSE

WASHINGTON

Dear Bob:

My sincere thanks to you for your dedicated service to the President's National Security Telecommunications Advisory Committee.

During these past few years of dramatic changes in the threats to our national security and the technological advancements in the telecommunications industry, the Committee provided the finest advice available. Your membership and faithful support helped ensure our country's telecommunications resources were prepared for the likes of Operations Desert Shield and Desert Storm, Hurricanes Andrew and Iniki, floods in the Midwest and earthquakes in California. Thanks to your personal interest, the Committee has set the standard for a Government and industry partnership that assures our national telecommunications remain effective, reliable, efficient and secure.

On behalf of the American people, thank you for your service to the Nation.

Sincerely,

Mr. Robert C. Brown, III
Chairman, Board of Directors
United States Telephone Association
900 19th Street, N.W., Suite 800
Washington, D.C. 20006-2190

THE WHITE HOUSE

WASHINGTON

Dear Paul:

My sincere thanks to you for your dedicated service to the President's National Security Telecommunications Advisory Committee.

During these past few years of dramatic changes in the threats to our national security and the technological advancements in the telecommunications industry, the Committee provided the finest advice available. Your membership and faithful support helped ensure our country's telecommunications resources were prepared for the likes of Operations Desert Shield and Desert Storm, Hurricanes Andrew and Iniki, floods in the Midwest and earthquakes in California. Thanks to your personal interest, the Committee has set the standard for a Government and industry partnership that assures our national telecommunications remain effective, reliable, efficient and secure.

On behalf of the American people, thank you for your service to the Nation.

Sincerely,

Dr. Paul G. Stern
19 Piney Glen Court
Potomac, MD 20854

NATIONAL SECURITY COUNCIL

WASHINGTON, D.C. 20508

January 20, 1994

ACTION

MEMORANDUM FOR ANTHONY LAKE

THROUGH: ROBERT BELL *RBB*FROM: KEITH HAHN *kh*

SUBJECT: National Communications System Issuance

Executive Order 12472 (at Tab III) tasks the National Communications System 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 the coordination of national security and emergency preparedness communications planning for the Federal government. The draft NCS Directive 2-1 at Tab I establishes the process by which this unified planning is to be conducted.

After almost a year's work by the NCS Committee of Principals, the planning process has been changed from the last version of Directive 2-1 in 1988 (at Tab III) to be more responsive to fast-moving changes in the telecommunications industry. Specifically, the planning process outlined at Tab II provides for quicker responses to government and industry requirements associated with the National Information Infrastructure program.

RECOMMENDATION

That you sign NCS Directive 2-1 at Tab I. After your signature, the Directive will be forwarded to OSTP and OMB for signature.

Attachments

Tab I National Communications System Directive 2-1
Tab II National Security and Emergency Preparedness
Telecommunications Planning Process
Tab III Background Information



NATIONAL COMMUNICATIONS SYSTEM

OFFICE OF THE MANAGER
701 SOUTH COURT HOUSE ROAD
ARLINGTON, VIRGINIA 22204-2108

NCS 2828/1

IN REPLY
REFER TO: NJ

9 November 1993

MEMORANDUM FOR ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRS

THRU: Executive Agent, National Communications System

[Signature]
November 24, 1993

SUBJECT: National Communications System Issuance

1. Change 1 to National Communications System (NCS) Directive (NCSD) 2-1, "National Security Emergency Preparedness (NSEP) Telecommunications Planning Process," dated September 30, 1988, is submitted for review and action by the Executive Office of the President, in accordance with the NCS Issuance System.
2. In response to Executive Order (E.O.) 12472, "Assignment of National Security and Emergency Preparedness Telecommunications (NS/EP) Functions," NCSD 2-1 establishes a unified interagency planning process within the NCS to ensure the coordinated development of a responsive and survivable national telecommunications infrastructure. NCSD 2-1 has been revised in a collaborative effort by members of the NCS Committee of Principals and the Office of the Manager, NCS and officially implements the revised NS/EP Telecommunications Planning Process. The original planning process was designed to be completed in a yearly cycle, but has evolved into a slow and inefficient process that was overcome by events before the cycle was completed. The revised NS/EP Telecommunications Planning Process has been streamlined to create a more efficient and effective interagency NS/EP Telecommunications Planning Process.
3. Reference (b) of NCSD 2-1, NCSD 2-2, "National Level NS/EP Telecommunications Program (NLP) Funding," is currently under revision. Upon approval of the NCSD 2-2, its issue date will be added to NCSD 2-1 as a pen and ink change.
4. Questions regarding this matter should be referred to Ms. Janet Jefferson, NCS Joint Secretariat, at (703) 692-8434.

- 2 Enclosures:
1 Change 1 to NCSD 2-1
2 NCSD 2-1

[Signature]
ALONZO E. SHORT, JR.
Lieutenant General, USA
Manager

NATIONAL COMMUNICATIONS SYSTEM
701 South Court House Road
Arlington, VA 22204-2198

NCS DIRECTIVE 2-1

PLANS, PROGRAMS, AND FISCAL MANAGEMENT

National Security and Emergency Preparedness (NS/EP) Telecommunications
Planning Process

1. Purpose. This directive establishes the interagency process by which unified planning is conducted within the National Communications System (NCS), to ensure the coordinated development of a responsive and survivable national telecommunications infrastructure to meet the NS/EP telecommunication needs of the Federal Government.
2. Applicability. This directive is binding upon the Executive Agent, NCS; the Manager, NCS; the NCS Committee of Principals (COP) and member organizations; and other affected Executive entities.
3. Authority. This directive is issued under the provisions of Executive Order (E.O.) 12472, "Assignment of National Security and Emergency Preparedness Telecommunications Functions," April 3, 1984, 49 Federal Register 13471 (1984) and NCS Directive (NCS) 1-1, "National Communications System (NCS) Issuance System," November 30, 1987.
4. References.
 - a. E.O. 12472, "Assignment of National Security and Emergency Preparedness, Telecommunications Functions," April 3, 1984, 49 Federal Register 13471 (1984).
 - b. NCS Directive 2-2, "National Level NS/EP Telecommunications Program (NLP) Funding," (Change 1), _____, 1993.
 - c. "National Security and Emergency Preparedness (NS/EP) Telecommunications Planning Process," (NCS 2834/3), May 20, 1993.
5. Cancellation. "National Security Emergency Preparedness (NSEP) Telecommunications Planning Process," (NCS 326/8), March 27, 1986, and NCS Directive 2-1, "National Security Emergency Preparedness (NSEP) Telecommunications Planning Process," September 30, 1988, are hereby canceled.

6. Policy. The mission of the NCS is to assist the President, the National Security Council (NSC), the Director of the Office of Science and Technology Policy (OSTP), and the Director of the Office of Management and Budget (OMB) in the exercise of their NS/EP telecommunications functions and the coordination of the planning for, and provision of, NS/EP telecommunications for the Federal Government under all circumstances.

a. To support the performance of this mission, a unified planning process for NS/EP telecommunications will be implemented to:

(1) Establish an NS/EP telecommunications planning mechanism that facilitates the coordination of Federal Government, commercial/private sector, and State/local government telecommunications activities and capabilities;

(2) Identify the capabilities required to support NS/EP telecommunications needs;

(3) Identify a set of feasible national level NS/EP telecommunications initiatives to achieve those capabilities; and

(4) Define and effectively implement approved national level NS/EP telecommunications programs.

b. These planning activities will be carried out within the framework of an overall process involving the development of a NS/EP telecommunications target architecture.

7. Responsibilities.

a. Executive Office of the President (EOP).

(1) Within the EOP, the NSC, in coordination with OSTP and OMB:

(a) Provides policy and program direction for NS/EP telecommunications planning;

(b) Provides a definition of the NS/EP Environment for planning purposes;

(c) Provides direction for the implementation of the national level NS/EP telecommunications programs.

(2) In addition, the OSTP also:

(a) Provides recommendations regarding, and the results of, tests, exercises, and evaluations;

(b) Provides recommendations relating to the enhancement of plans and procedures for the management of Federal telecommunications resources during crises or emergencies.

(3) As provided for in E.O. 12472, the OMB will, in coordination with the NSC, provide general guidelines and procedures for reviewing the financing of the NCS within the budgetary process and for preparation of budget estimates by participating organizations.

b. The Executive Agent, NCS, shall:

(1) Provide direction for NS/EP telecommunications planning activities and serve as the principal interface between the NCS and the EOP;

(2) Oversee the planning activities of the NCS.

(3) Transmit NS/EP telecommunications planning and funding guidance and direction received from the EOP to the Manager, NCS; and

(4) Review the NLP Funding document and provide recommendations and funding.

c. The individual NCS member organizations* shall:

(1) Identify their NS/EP telecommunications service requirements and needs that support their Essential Emergency Functions that they would like to exchange with others and/or use the NCS for their internal requirements, e.g., electronic mail (e-mail), privacy/security services, and electronic data interchange (EDI). These service requirements are based on the current NS/EP Environment.

(2) Provide any information** regarding their telecommunications gateways/protocols (e.g. high frequency (HF), cellular), operating systems, networks, facilities, plans, and procedures that are required for effective NS/EP telecommunications planning;

(3) Describe interfaces and products which they would like to have incorporated into the list of generic services/products that could be considered common capabilities across the NCS member organizations. Optionally, a

*Certain NCS member organizations are also assigned special telecommunications planning responsibilities within the Federal government, (e.g., spectrum planning, telecommunications security and protection, and diplomatic and intelligence communications planning). These organizations will ensure that any issues and concerns relating to their special areas of responsibility are adequately addressed within the framework of the National Security and Emergency Preparedness Telecommunications Planning Process.

**Such information from NCS member organizations will be provided to the extent permitted by law and regulation, and with due regard for the need to protect classified or otherwise sensitive national security or intelligence information.

member organization could describe initiatives being implemented which could contribute to improving NS/EP telecommunications capabilities as well as initiatives they would be willing to undertake for the community at large which may require funding support.

(4) Identify, recommend, and provide budget estimates for proposed national initiatives.

d. The NCS Committee of Principals (COP), in addition to their responsibilities as individual members of the NCS, shall collectively:

(1) Participate in the coordination of NS/EP telecommunications planning activities;

(2) Review and provide recommendations regarding NS/EP telecommunications documents/products prescribed in the National Security and Emergency Preparedness Telecommunications Planning Process, (NCS 2834/3) dated May 20, 1993;

(3) Serve as a forum for the assessment of the effectiveness of the Planning Process.

e. The Manager, NCS, shall, in coordination with the NCS COP and the Executive Agent:

(1) Transmit planning guidance received from the EOP to the NCS member organizations;

(2) Coordinate planning activities within the NCS structure and provide staff support and technical assistance for the planning effort;

(3) Compile the NS/EP telecommunications requirements on the basis of inputs from the NCS member organizations;

(4) Compile the current capabilities on the basis of NCS member organization inputs, NS/EP telecommunications requirements, and the NS/EP environment;

(5) Analyze current capabilities for meeting NS/EP telecommunications requirements and identify and document NS/EP telecommunications shortfalls;

(6) Conduct and compile results of technology assessments to identify potential NS/EP telecommunications enhancements;

(7) Assemble and document recommendations regarding national initiatives and enhancements that might benefit multiple Federal organizations;

(8) Prepare a proposed NLP Funding document for review by the Executive Agent;

(9) Provide information regarding the implementation of the NCS programs and initiatives, and assist in the assessment of the effectiveness of the National Security and Emergency Preparedness Telecommunications Planning Process;

(10) Identify, analyze, and document NCS baseline activities and their potential impact on future objectives and current capabilities;

(11) Identify telecommunications and information transfer standards issues and ensure that industry and government telecommunications standards activities are appropriately considered within the Planning Process;

(12) Establish and maintain a NS/EP Telecommunications Target Architecture.

8. Procedures.

a. Planning is carried out within the framework of the Planning Process as prescribed by the National Security and Emergency Preparedness Telecommunications Planning Process, (NCS 2834/3) dated May 20, 1993, by the NCS member organizations; the Manager, NCS; the NCS COP; the Executive Agent, NCS; and the EOP as follows:

(1) The NCS member organizations provide the basic inputs for the National Security and Emergency Preparedness Telecommunications Planning Process activities, updating information as often as necessary to assure the validity of data;

(2) The Manager, NCS, in coordination with the NCS COP, develops the National Security and Emergency Preparedness Telecommunications Planning Process elements on an annual basis;

(3) The Manager, NCS, will develop and present an NLP Funding document to the Executive Agent, NCS, for review and comment on an annual basis;

b. Preparation of the final National Level Program Funding document completes the annual planning cycle. However, it does not complete the budgetary cycle, which continues until budget requests are submitted to OMB for inclusion in the President's Budget.

9. Authorizing Provision. NCS manuals implementing this directive are authorized.

10. Effective Date. This directive is effective immediately.

11. Expiration. This directive will remain in effect until superseded or canceled.

1 Appendix:
National Security and
Emergency Preparedness
Telecommunications
Planning Process

Director
Office of Science and Technology Policy
Date:

Director
Office of Management and Budget
Date:

Assistant to the President
for National Security Affairs
Date:

Summary of changes:

Due to substantial changes in the NCS NS/EP Planning Process, NCSD 2-1 Change 1 replaces the original directive (dated September 30, 1988), in its entirety.

NATIONAL SECURITY AND EMERGENCY PREPAREDNESS TELECOMMUNICATIONS PLANNING PROCESS



MAY 20, 1993

TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY.....	ES-1
1.0 INTRODUCTION.....	1
1.1 Purpose and Authority.....	1
1.2 Background.....	1
1.3 Organization of Document.....	2
2.0 PLANNING PROCESS SCOPE AND OBJECTIVES.....	3
2.1 Scope.....	3
2.2 Objectives.....	4
3.0 NS/EP TELECOMMUNICATIONS PLANNING PROCESS.....	7
3.1 Planning Process Overview.....	7
3.2 Key Planning Elements.....	7
3.3 Planning Activities.....	8
3.3.1 NS/EP Environment.....	8
3.3.2 NS/EP Telecommunication Requirements.....	8
3.3.3 Current Capabilities.....	9
3.3.4 Shortfalls Assessment.....	9
3.3.5 National Initiatives.....	9
3.3.5.1 Initiatives.....	10
3.3.5.2 Options.....	11
3.3.5.3 Analysis.....	11
3.3.5.4 Best Value.....	11
3.3.5.5 Recommendations.....	11
3.3.6 National Level NS/EP Telecommunications Program Funding.....	12
3.3.7 NCS Baseline Activities.....	13
3.3.8 Target Architecture.....	13
3.3.9 Coordination and Evaluation.....	14
3.4 Planning Roles and Responsibilities.....	14
3.4.1 NCS Member Organizations.....	14
3.4.2 Manager, NCS.....	15
3.4.3 NCS COP.....	16
3.4.4 Executive Agent, NCS.....	17
3.4.5 Executive Office of the President.....	17
3.5 Planning Cycle/Schedule.....	18

TABLE OF CONTENTS

APPENDIX A	EXECUTIVE ORDER 12472, "ASSIGNMENT OF NATIONAL SECURITY AND EMERGENCY PREPAREDNESS TELECOMMUNICATIONS FUNCTIONS"
APPENDIX B	EXECUTIVE ORDER 12656, "ASSIGNMENT OF EMERGENCY PREPAREDNESS RESPONSIBILITIES"
APPENDIX C	NCS MEMBER ORGANIZATIONS
APPENDIX D	GLOSSARY OF TERMS

LIST OF EXHIBITS

	<u>Page</u>
2-1 Proposed Planning Process.....	5
3-1 Objective Schedule.....	18

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EXECUTIVE SUMMARY

Executive Order (E.O.) 12472, "Assignment of National Security and Emergency Preparedness Telecommunications Functions," dated April 3, 1984, directs the National Communications System (NCS) and its Executive Agent to ensure that a national telecommunications infrastructure is established which is responsive to the national security and emergency preparedness (NS/EP) needs of the President and the Federal departments, agencies, and other entities, including telecommunications in support of NS/EP leadership and continuity of government. To support the performance of functions and responsibilities assigned to the NCS in E.O. 12472, The Manager, NCS, has provided this NS/EP Telecommunications Planning Process (Planning Process) for approval by the Executive Office of the President (EOP) through the NCS Committee of Principals (COP) and the Executive Agent, NCS. This action responds to direction from the EOP to establish and implement an interagency planning process that achieves the objectives established in E.O. 12472 and other national policy directives.

E.O. 12472 directs the Executive Agent, NCS, to ensure that unified planning and operations are conducted to coordinate the formulation and maintenance of an effective capability for meeting the domestic and international NS/EP telecommunication needs of the Federal Government under all circumstances. This unified interagency planning must therefore encompass the management and use of government, commercial, and private-sector telecommunications. Additionally, planning must coordinate with other Federal telecommunication planning activities and take advantage of rapidly emerging technologies that enhance the interoperability of telecommunication systems and networks.

The Planning Process is designed to accomplish eight specific planning objectives: (a) to define operational and functional objectives with minimum cost, such as encouraging organizations to utilize open systems standards for assured interoperability; (b) to identify the special technical and operational requirements that are built into the network, such as national level NS/EP telecommunication programs; (c) to identify the telecommunication requirements of the Federal Government based on NS/EP user needs; (d) to identify the capabilities required to support NS/EP telecommunication needs; (e) to identify a set of feasible national level NS/EP telecommunication initiatives to achieve those capabilities; (f) to define and effectively implement approved national level NS/EP telecommunication programs and enhancements; (g) to establish an architecture that guides the integration and interoperability of NS/EP telecommunication capabilities; and (h) to analyze planned technologies and their implications for NS/EP telecommunications.

To attain these objectives, the Planning Process provides a framework that focuses on the performance of supporting source activities and five key planning elements: Shortfalls Assessment, National Initiatives, National Level NS/EP Telecommunications Program (NLP) Funding, NCS Baseline Activities, and a

Target Architecture. The Shortfalls Assessment element identifies, and places in priority order, national shortfalls in current capabilities that inhibit or preclude the satisfaction of NS/EP telecommunication requirements. The National Initiatives element describes proposed national level initiatives for the mitigation of the identified shortfalls and the enhancement of NS/EP telecommunication capabilities. The NLP Funding element specifies the NS/EP telecommunication programs which benefit multiple Federal organizations that are to be undertaken within the NCS structure. The NLP Funding element provides for these programs' funding and implementation, and serves as the principal mechanism for near-term interagency action in support of NS/EP telecommunication objectives. The NCS Baseline Activities element describes the scope and implementation of national initiatives that are to be undertaken by the Manager, NCS, and/or individual NCS member organizations, and are not included in the NLP Funding. The Target Architecture describes the structure of NS/EP telecommunication resources and capabilities to satisfy approved functional requirements, and provides a framework for the design, evaluation, and integration of NS/EP telecommunication initiatives.

Planning is carried out within the framework of the Planning Process by the NCS member organizations; the Manager, NCS; the NCS COP; the Executive Agent, NCS; and the EOP. NCS member organizations provide the basic inputs for the Planning Process activities. The Manager, NCS, is responsible for supporting and coordinating these inputs with the NCS member organizations. The Manager, NCS, is also responsible, in coordination with the NCS COP, for developing and reviewing the Shortfalls Assessment and National Initiatives elements. The National Initiatives element addresses the NLP Funding, NCS Baseline Activities, and Target Architecture planning elements. In addition, the Manager, NCS, presents the NLP Funding document to the Executive Agent, NCS, for review and comment prior to its submission to the EOP. The NCS COP serves as a forum for the assessment of the effectiveness of the Planning Process and for the interagency review of the key planning elements. The Executive Agent provides oversight for NCS planning activities, and serves as the principal interface between the NCS and the EOP. The EOP provides policy, program, and funding guidance to the NCS, reviews and approves the NLP Funding element, and provides additional guidance as necessary.

The Planning Process is designed to ensure the systematic development, review and approval of the key planning process elements within an annual planning cycle. Because of the lead times required for preparation of the President's budget, planning is a continuous activity within the NCS structure.

1.0 INTRODUCTION

1.1 Purpose and Authority

Executive Order (E.O.) 12472, "Assignment of National Security and Emergency Preparedness Telecommunications Functions," dated April 3, 1984, establishes the National Communications System (NCS) for the purpose of assisting the President, the National Security Council (NSC), the Director of the Office of Science and Technology Policy (OSTP), and the Director of the Office of Management and Budget (OMB)¹ in (a) the exercise of their national security and emergency preparedness (NS/EP) telecommunication functions and responsibilities, and (b) the coordination of the planning for and provision of NS/EP telecommunications for the Federal Government under all circumstances. E.O. 12472 directs the NCS to ensure that a national telecommunications infrastructure is established which is responsive to the NS/EP needs of the President and the Federal departments, agencies, and other entities, including telecommunications in support of national security leadership and continuity of government. Additionally, the Executive Agent, NCS, is directed to ensure that unified planning and operations are conducted to coordinate the formulation and maintenance of an effective capability for meeting those needs.

To support the performance of functions and responsibilities assigned to the NCS in E.O. 12472, the Manager, NCS, has provided this NS/EP Telecommunications Planning Process (Planning Process) for approval by the Executive Office of the President (EOP) through the NCS Committee of Principals (COP) and the Executive Agent, NCS. This action responds to direction from the EOP to establish and implement an interagency planning process that achieves the objectives established in E.O. 12472 and E.O. 12656, "Assignment of Emergency Preparedness Responsibilities," dated November 18, 1988, and related funding guidance provided by the EOP. The process also facilitates the performance of the NS/EP telecommunication responsibilities assigned to the President, the EOP, and the NCS.

This Planning Process supersedes "National Security Emergency Preparedness (NSEP) Telecommunications Planning Process," (NCS 326/8), dated October 11, 1986.

1.2 Background

The need for effective interagency NS/EP planning has long been recognized within the Federal telecommunications community. Awareness of this need has, however, been reinforced in recent years by dramatic changes in the commercial telecommunications environment, including the emergence of new communication technologies, and by Federal government efforts to strengthen and

¹Throughout this document the Assistant to the President for National Security Affairs, the Director of the Office of Science and Technology Policy, and the Director of the Office of Management and Budget will be collectively referred to as the Executive Office of the President.

modernize United States command, control, and communications, and to establish a credible mobilization capability. Considering the Federal Government's increased reliance on information transfer to fulfill its missions, the need to ensure that changes in the commercial environment do not adversely affect NS/EP telecommunications underscores the importance of the Federal Government's own NS/EP telecommunications planning and response capabilities.

The Federal Government has taken a number of actions since 1980 to enhance its NS/EP telecommunications capability. From a planning perspective, the most important of these actions has been the signing of E.O. 12472 in April 1984. E.O. 12472 defines a framework within which unified NS/EP telecommunications planning can be achieved and, White House Memorandum dated January 9, 1989, "National Communications System Interoperability (E.O. 12472)," specifically emphasize the importance of interoperability of NS/EP telecommunication capabilities. Additional guidance is provided in the White House Report, dated February 22, 1993, "Technology For America's Economic Growth, A New Direction To Build Economic Strength." In addition to E.O. 12472, a related NS/EP planning action has been the issuance of E.O. 12656 in November 1988, which assigns NS/EP responsibilities to Federal organizations. These responsibilities include policies, plans, and procedures that enhance the ability of the Federal Government to respond to, and recover from a national emergency. The Planning Process builds upon and accommodates these ongoing, related NS/EP activities, including the funding guidance provided by the EOP.

The environment that drives the definition of a national emergency has changed dramatically in recent years and continues to evolve rapidly. The plans developed by the Planning Process must be able to take advantage of the rapidly emerging open systems technology to enhance the interoperability of systems and networks. The architecture that results from this process relies on open systems standards to meet operational and functional requirements while assuring interoperability at minimum cost.

1.3 Organization of Document

The scope and objectives of the Planning Process are defined in Section 2 of this document. The Planning Process itself is described in detail in Section 3.

2.0 PLANNING PROCESS SCOPE AND OBJECTIVES

2.1 Scope

E.O. 12472 directs the Executive Agent, NCS, to ensure that the NCS conducts unified planning that coordinates the formulation and maintenance of an effective and responsive capability for meeting the domestic and international NS/EP telecommunication needs of the Federal Government under all circumstances, including crisis or emergency, attack, recovery, and reconstitution. This unified interagency planning must encompass the management and use of government, commercial, and private-sector telecommunications under all conditions. Planning must also encompass the establishment and maintenance of a national telecommunications infrastructure that incorporates the necessary combination of hardness, redundancy, mobility, connectivity, interoperability, restorability, and security to obtain, to the maximum extent practicable, the survivability of NS/EP telecommunications. In addition, it must provide for coordination with other NCS member organizations' telecommunication planning activities including:

- Federal Spectrum Management Planning
- National Emergency Management Support Planning
- State and Local Government NS/EP Telecommunications Planning
- Diplomatic Telecommunications Support Planning
- Military Telecommunications Support Planning
- Telecommunications Security and Protection Planning
- Telecommunications Support for Intelligence Activities
- Telecommunications Support in Non-wartime Emergencies
- Federal Civil Telecommunications Planning
- Federal Communications Commission (FCC) Regulatory Oversight.

The Planning Process provides for unified planning at the national level. Although all relevant telecommunications (technologies, systems, networks, facilities, architectures, standards, management and operational structures or procedures, and support systems and facilities) are addressed within its framework, the specific mission-related telecommunication programs and activities of the NCS member organizations remain the responsibility of those organizations. The

Planning Process focuses on the national telecommunications infrastructure to improve NS/EP telecommunication capabilities and fulfill the goals of E.O. 12472 and other national policy directives.

The scope of the Planning Process is necessarily broad, mirroring the scope of NS/EP telecommunication responsibilities addressed in E.O. 12472. However, efforts to plan for the fulfillment of those responsibilities are conditioned and circumscribed, in practice, by a number of significant factors:

- The Federal Government's principal reliance on commercial telecommunication resources in addition to government-owned and -operated assets
- The scale and complexity of the national telecommunications infrastructure
- The contingent nature of many Federal NS/EP telecommunication requirements
- The dispersion of management and operational control of government, commercial, and private-sector telecommunication resources and systems
- The need to coordinate and integrate Federal authorities, functions, responsibilities, and activities
- The availability of necessary Federal government resources (i.e., information, personnel, and funds).

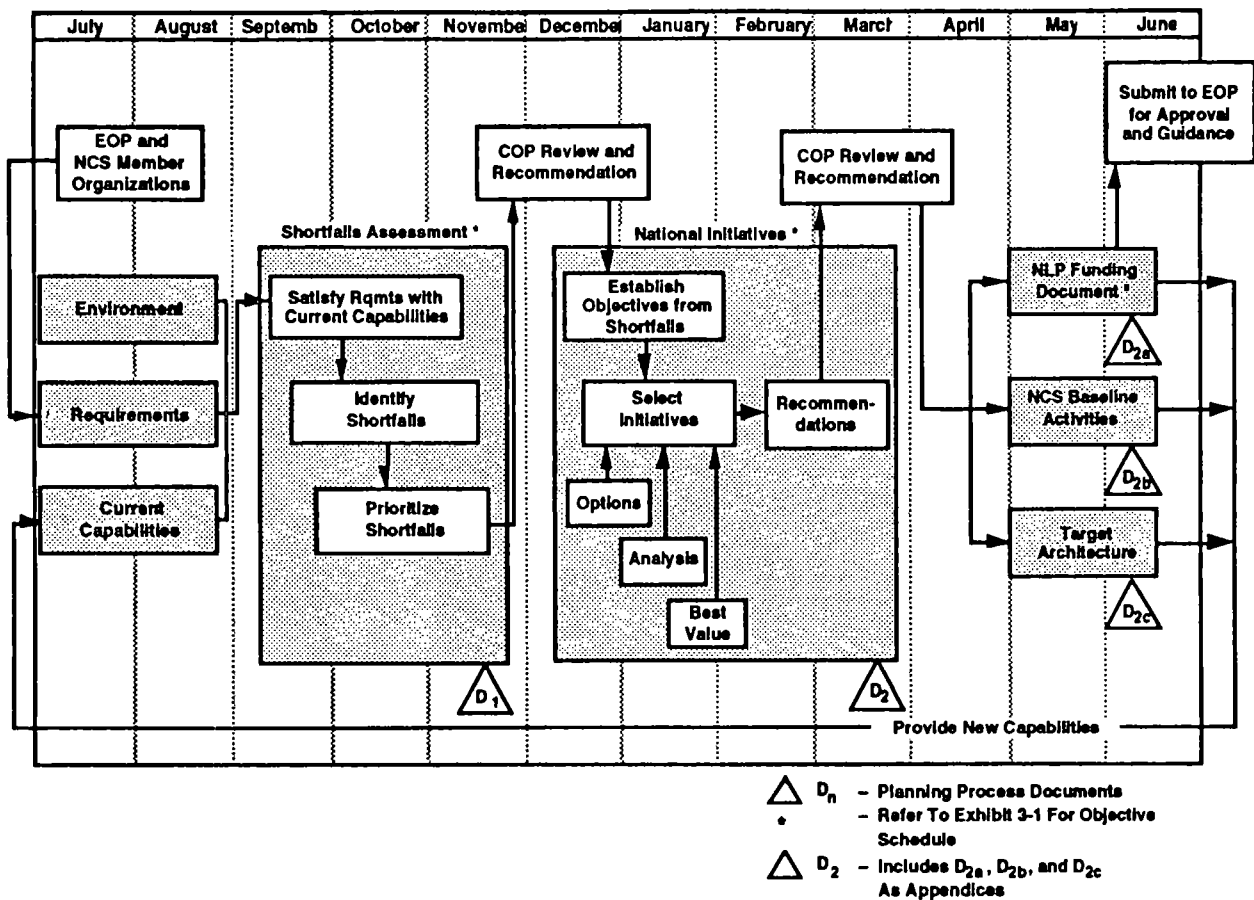
2.2 Objectives

In view of the constraining factors, the specific objectives of the Planning Process must be realistic and achievable--capable of ensuring that national level NS/EP telecommunication enhancements are achieved and that available NS/EP telecommunication resources are used effectively. Therefore, the Planning Process' objective is to conduct unified planning that ensures the coordinated formulation of capabilities within the national telecommunications infrastructure to meet the NS/EP telecommunication needs of the Federal Government under all circumstances. The more specific objectives of the Planning Process, depicted in Exhibit 2-1, are:

- To define operational and functional objectives with minimum cost, such as encouraging organizations to utilize open systems standards for assured interoperability
- To identify special technical and operational requirements that are built into the network, such as national level NS/EP telecommunication programs

- To identify the telecommunication requirements of the Federal Government based on NS/EP user needs
- To identify the capabilities required to support NS/EP telecommunication needs
- To identify a set of feasible national level NS/EP telecommunication initiatives to achieve those capabilities

**Exhibit 2-1
Proposed Planning Process**



- To define and effectively implement approved national level NS/EP telecommunication programs and enhancements

- To establish an architecture that guides the integration and interoperability of NS/EP telecommunication capabilities
- To analyze planned technologies and their implications for NS/EP telecommunications.

3.0 NS/EP TELECOMMUNICATIONS PLANNING PROCESS

3.1 Planning Process Overview

To achieve its purpose, the Planning Process must include discrete planning objectives and activities. It must also integrate and coordinate the various planning activities' results, and translate those results into action. Moreover, the process must be consistent with existing NS/EP telecommunication-related authorities, responsibilities, and requirements, and compatible with Federal government planning, programming, and budgeting processes.

The Planning Process described below responds to these needs. Included in this description are planning activities explicitly identified and assigned in E.O. 12472. Also included are related activities important to the orderly and effective implementation of an ongoing national level planning process. These planning activities will be carried out within the framework of a process that focuses on the performance of supporting source activities and five key planning elements: Shortfalls Assessment, National Initiatives, National Level NS/EP Telecommunications Program (NLP) Funding, NCS Baseline Activities, and a Target Architecture.

3.2 Key Planning Elements

The Shortfalls Assessment element identifies, and places in priority order, national shortfalls in current capabilities that inhibit or preclude the satisfaction of NS/EP telecommunication requirements. The National Initiatives element describes proposed national level initiatives for the mitigation of the identified shortfalls and the enhancement of NS/EP telecommunication capabilities. The NLP Funding element specifies the NS/EP telecommunication programs which benefit multiple Federal organizations that are to be undertaken within the NCS structure. The NLP Funding element provides for these programs' funding and implementation, and serves as the principal mechanism for near-term interagency action in support of NS/EP telecommunication objectives. The NCS Baseline Activities element describes the scope and implementation of national initiatives that are to be undertaken by the Manager, NCS, and/or individual NCS member organizations, and are not included in the NLP Funding. The Target Architecture describes the structure of NS/EP telecommunication resources and capabilities to satisfy approved functional requirements, and provides a framework for the design, evaluation, and integration of NS/EP telecommunication initiatives.

The relationships of the individual planning activities to each other, to the key planning elements, and to the achievement of Planning Process objectives are described in more detail in Section 3.3. The specific roles and responsibilities of the participating organizations and entities are identified in Section 3.4. In addition, a description of the planning cycle and schedule is provided in Section 3.5.

3.3 Planning Activities

The following sections describe the supporting source activities and key planning elements, and present their relationships to each other and their roles in the Planning Process. The supporting source activities include the NS/EP Environment, NS/EP Telecommunication Requirements, and Current Capabilities. The key planning elements include Shortfalls Assessment, National Initiatives, NLP Funding, NCS Baseline Activities, and a Target Architecture.

3.3.1 NS/EP Environment

The NS/EP Environment characterizes both destructive and disruptive risks which may pose impediments to NS/EP telecommunications. These risks include technology and security risks, network congestion, and the full range of emergency situations including natural disasters, sabotage, terrorist attacks, and limited nuclear warfare. The NS/EP Environment also includes risks which may affect the nation's economic posture. These national emergencies and risks are included as an integral component of NS/EP telecommunication planning efforts. The EOP provides the Manager, NCS, the authoritative policy guidance regarding the national emergencies to which NS/EP telecommunications must be able to respond. Additional guidance sources may include the Executive Agent, NCS, executive orders, White House memoranda, and assessments from intelligence activities, disaster response, and supporting documentation on natural, technological, electronic intrusion, and hostile threats to NS/EP telecommunications.

3.3.2 NS/EP Telecommunication Requirements

NS/EP telecommunications are defined as telecommunication services which are used to maintain a state of readiness or to respond to and manage any event or crisis (local, national, or international) which causes or could cause injury or harm to the population, damage to or loss of property, or degrades or threatens the NS/EP posture of the United States.² NS/EP Telecommunication Requirements identify specific telecommunication needs critical to the performance of essential emergency functions (EEFs). EEFs are the activities that each organization must perform in order to respond to and recover from a national emergency, and are based on the functional needs of user organizations. These functional needs are identified in E.O. 12656 and other executive orders, organization charters, statutory authorities, mission statements, and operational plans and procedures. In identifying their requirements, NCS member organizations should consider their reliance on information transfer technologies and assess their future use. Member organizations should also consider their need to exchange information with non-Federal organizations due to their critical responsibilities in support of EEFs. The member organizations should identify their interagency requirements for information exchange that support their EEFs, and the telecommunications

²NCS Manual (NCSM) 3-1-1, July 9, 1990.

required to fulfill them, with consideration of the NS/EP Environment, and provide this information to the Manager, NCS, for review, aggregation, and analyses. NS/EP Telecommunication Requirements also include the functional requirements for NS/EP telecommunications service provided by the EOP. These aggregate requirements provide the basis for identifying and assessing current capabilities.

3.3.3 Current Capabilities

Current Capabilities identify the current telecommunication assets used to meet the NS/EP Telecommunication Requirements of the Federal Government. Essential information regarding current capabilities is provided to the Manager, NCS, by NCS member organizations and service providers; it includes information on NS/EP telecommunication-relevant systems, networks, facilities, policies, procedures, operations, and management arrangements. These capabilities include actual and planned government, commercial, and private-sector telecommunication systems that constitute the national telecommunications infrastructure. Once identified, the Manager, NCS, uses these capabilities as a baseline for determining shortfalls and formulating national initiatives for enhancing NS/EP telecommunications.

3.3.4 Shortfalls Assessment

The Shortfalls Assessment element identifies national shortfalls in the existing capabilities that inhibit or preclude the satisfaction of NS/EP telecommunication functional requirements. The three supporting source activities provide key inputs to the Shortfalls Assessment element. With consideration of the NS/EP Environment, the Manager, NCS, prioritizes these shortfalls and establishes objectives to provide a baseline for formulating national level, corrective initiatives and programs. The Manager, NCS, documents the prioritized shortfalls for review by the NCS COP. A summary of the supporting source activities is also presented in the documentation. Essential information regarding existing and planned capabilities is obtained both from service users and service providers, using the experience derived from actual crises and emergencies. Principal information sources include the NCS member organizations, Manager, NCS, National Security Telecommunications Advisory Committee (NSTAC), FCC, and State/local organizations through the Federal Emergency Management Agency (FEMA).

3.3.5 National Initiatives

The National Initiatives element of the Planning Process identifies and recommends national level initiatives that mitigate identified capability shortfalls and enhance NS/EP telecommunications. Five components comprise the National Initiatives element: Initiatives, Options, Analysis, Best Value, and Recommendations.

3.3.5.1 Initiatives

The Initiatives component of the National Initiatives element consists of identifying national level activities to mitigate identified shortfalls and provide enhancement to NS/EP telecommunication capabilities to benefit multiple Federal organizations. National initiatives should enhance interoperability and survivability, and satisfy special/unique requirements. These initiatives may include specific additions or modifications to existing telecommunication systems, networks, facilities, operational and maintenance practices, procedures and organizational structures, regulations, standards, or policies. They may also involve the formulation and deployment of new capabilities.

Initiatives may arise from many diverse sources. They may be proposed by the EOP, individual NCS member organizations through the NCS COP, or generated by the Manager, NCS, as a result of supporting technology assessments for the Target Architecture, or in response to requirements to support NS/EP telecommunication policies, plans, procedures, and regulations.

A foundation for this process is required to enable the Manager, NCS, to evaluate each initiative appropriately, since many Federal organizations may propose initiatives. Each organization that submits an initiative will provide the following information:

- A substantive description of the initiative's content, including how it will address NS/EP telecommunication shortfalls and/or what enhancement it offers
- A description of the potential transition issues for current and planned capabilities or for related NCS ongoing initiatives
- Possible alternative levels of capabilities, e.g., can the initiative be implemented in incremental steps or does a partial implementation of the initiative have no value?
- A time and cost estimate for a feasibility analysis of each initiative, as required, to determine implementation plans, an initial operating capability (IOC) and final operating capability (FOC), and pre-implementation and implementation costs

– or –

- If a feasibility analysis is not required, the proposed initiative will include an estimate of the IOC and FOC implementation time frames and an estimate of the pre-implementation and implementation costs.

3.3.5.2 Options

The Options component of the National Initiatives element reviews each initiative to determine if it is unique, or if it can be combined with other proposed initiatives. The Manager, NCS, reviews the proposed initiatives and serves as the focal point for the identification and analysis of appropriate options. All possible forms of options are reviewed and considered, including managerial, procedural, administrative, and technological options. These options provide the flexibility needed to adjust to changing demands on Current Capabilities, evolving NS/EP Telecommunication Requirements, and the changing NS/EP Environment.

3.3.5.3 Analysis

The Analysis component of the National Initiatives element ensures that the proposed initiatives are feasible and justifiable as national level activities and reflect the identified priorities of NS/EP telecommunications. Each initiative is analyzed for its potential contribution to NS/EP telecommunications, whether it be satisfying a requirement or enhancing a current capability. This analysis includes identifying the necessary technical and management resources, and an assessment of the initiative's impact on current capabilities and other NS/EP telecommunication programs and the ability of each initiative to mitigate identified shortfalls. These initiatives identify specific types of telecommunication capabilities that should exist to meet NS/EP needs.

3.3.5.4 Best Value

The Best Value component of the National Initiatives element assesses each initiative for its value to NS/EP telecommunications. This assessment includes a comparison of each initiative's options, benefits, and associated costs. The assessment also considers member organizations' costs for implementing an initiative. The resulting best value initiatives constitute proposed statements of the technical, management, and operational NS/EP telecommunication capabilities needed by the Federal Government under all circumstances.

3.3.5.5 Recommendations

The Recommendations component of the National Initiatives element summarizes the results of the initiative analyses process and recommends subsequent action for each proposed initiative. The National Initiatives document's appendices address the initiatives that are recommended for inclusion in the remaining three key planning elements: NLP Funding, NCS Baseline Activities, and the Target Architecture. If the national initiative is recommended for inclusion in the NLP Funding, it must meet all of the following specified criteria:

- Benefit multiple Federal organizations

- Enhance telecommunications as defined by E.O. 12472
- Identify programs that are undertaken by the NCS.

If the above criteria are not met, then the following alternate courses may be recommended by the Manager, NCS. The initiative may be:

- Incorporated into an existing NCS baseline activity, or implemented as a new NCS baseline activity
- Considered as a separate study or planning effort by the Manager, NCS, to support the Target Architecture
- Revisited through a subsequent Planning Process cycle for consideration as a future component of the NLP Funding element
- Considered unworkable.

As required, the Manager, NCS, provides assistance to all NCS member organizations in the formulation of initiatives. The Manager, NCS, submits the recommended National Initiatives document to the NCS COP for review.

3.3.6 National Level NS/EP Telecommunications Program Funding

Subsequent to the assessment of the recommended National Initiatives, the NLP Funding element is produced. This planning element involves the preparation of an annual funding document that specifies the national level NS/EP telecommunication programs benefiting multiple Federal organizations that are to be undertaken within the NCS structure, and the accompanying provisions for their funding and implementation, as directed by related funding guidance provided by the EOP. In formulating this program, the Manager, NCS, considers the ongoing activities of industry and in the government and private sectors. The NLP Funding document contains:

- A brief description of proposed national programs to be undertaken or supported over the next five years
- Cost projections and funding proposals
- Implementation activities and schedules.

The Manager, NCS, presents the proposed NLP Funding document to the Executive Agent, NCS, for review and comment prior to its submission to the EOP.

3.3.7 NCS Baseline Activities

The NCS Baseline Activities element describes and documents the scope and implementation of national initiatives that are to be undertaken by either the Manager, NCS, and/or individual member organizations, and are not included in the NLP Funding. The initiatives may be incorporated into ongoing and/or planned NS/EP telecommunication programs or activities, or may be implemented as new capabilities. These baseline activities may take the form of modifications to existing telecommunication systems, networks, facilities, management procedures, operational and maintenance practices, organizational structures, regulations, standards, or policies. These activities also consider the formulation of plans, procedures, and standards for minimizing or removing technical impediments to the interoperability of telecommunication systems. The NCS Baseline Activities element provides the following information:

- A description of each baseline activity's components, implementation, and identification of the responsible organization(s)
- A description of how the activity addresses identified NS/EP telecommunication shortfalls and/or how the activity will support NS/EP user requirements and enhance NS/EP telecommunications
- A description of any related commercial or State and local activities or programs
- A description of any planned progression or expansion of the baseline activity.

3.3.8 Target Architecture

The Target Architecture element characterizes current NS/EP telecommunication capabilities and planned enhancements for the current planning year that will provide the baseline for the subsequent planning cycle. The Target Architecture also provides a framework for the design, evaluation, and integration of NS/EP telecommunication initiatives. The architecture guides the identification and analyses of future information transfer environments and technologies in the government, commercial, and private sectors and their impact on future NS/EP telecommunication needs and capabilities. The architecture highlights interface access points where users may obtain NS/EP services. These services are defined in the architecture with a generic service/standards definition as well as specific products which have been tested and warranted by the vendor to provide the requisite interoperable services. These services or products can be used by, or made available to, any NCS member organization that wants to be guaranteed an interoperable capability for NS/EP events. The results of the various individual planning activities also influence the Target Architecture. The Target Architecture in turn, provides a context for the performance of key planning activities and

elements and provides guidance for future Federal NS/EP telecommunication planning efforts and capabilities.

3.3.9 Coordination and Evaluation

The Planning Process is an iterative process that requires continuous feedback, constant evaluation, and extensive coordination to ensure its effectiveness. The performance of both supporting source activities and key planning elements is timed to permit adequate documentation, review, consideration, and EOP approval. Implementation activities and program results and impacts are assessed and fed back into the Planning Process on a regular basis.

3.4 Planning Roles and Responsibilities

The NCS member organizations provide the basic inputs for the Planning Process activities. The Manager, NCS, is responsible for supporting and coordinating these inputs with the NCS member organizations. The Manager, NCS, is also responsible for producing and maintaining the key planning process documents for review and recommendation by the NCS COP and the Executive Agent.

The Manager, NCS, oversees the conduct of Planning Process activities and bears principal responsibility for the formulation and submission of the NLP Funding document. The NCS COP serves as the forum for interagency review of key planning elements. The Executive Agent, NCS, provides direction for the conduct of NS/EP telecommunications planning and serves as the principal interface between the NCS and the EOP. The EOP provides policy, program, and funding guidance and direction to the NCS. It is also responsible for reviewing and approving the NLP Funding document and providing additional guidance and instructions as necessary. The EOP may also provide inputs to the Planning Process.

Telecommunication industry and State/local activities and concerns are also incorporated and considered within the framework of the Planning Process through the NSTAC process and FEMA participation.

The planning roles and responsibilities of the NCS member organizations; the Manager, NCS; the NCS COP; the Executive Agent, NCS; and the EOP are described below.

3.4.1 NCS Member Organizations

The individual NCS member organizations shall:

- Identify their NS/EP telecommunication service requirements and needs that support their EEFs that they would like to exchange with others and/or use the NCS for their internal requirements, e.g., electronic mail (e-mail),

privacy/security services, and electronic data interchange (EDI). These service requirements are based on the current NS/EP Environment.

- Provide any information regarding their telecommunication gateways/protocols (e.g., high frequency (HF), cellular, operating systems, networks, facilities, plans, and procedures that are required for effective NS/EP telecommunications planning).
- Describe interfaces and products which they would like to have incorporated into the list of generic services/products that could be considered common capabilities across the NCS member organizations. Optionally a member organization could describe initiatives being implemented which could contribute to improving NS/EP telecommunication capabilities as well as initiatives they would be willing to undertake for the community at large which may require funding support.
- Identify, recommend, and provide budget estimates for proposed national initiatives.

Certain NCS member organizations are also assigned special telecommunication planning responsibilities within the Federal Government, e.g., spectrum planning, telecommunications security and protection, and diplomatic and intelligence communications planning. These organizations will ensure that any issues and concerns relating to their special areas of responsibility are adequately addressed within the framework of the Planning Process.

3.4.2 Manager, NCS

The Manager, NCS, shall, in coordination with the NCS COP and the Executive Agent:

- Transmit planning guidance received from the EOP to the NCS member organizations
- Coordinate planning activities within the NCS structure and provide staff support and technical assistance for the planning effort
- Compile the NS/EP Telecommunication Requirements on the basis of inputs from the NCS organizations
- Compile the Current Capabilities on the basis of NCS member organization input, NS/EP Telecommunication Requirements, and the NS/EP Environment

- Analyze Current Capabilities for meeting NS/EP Telecommunication Requirements and identify and document NS/EP telecommunication shortfalls
- Conduct and compile results of technology assessments to identify potential NS/EP telecommunication enhancements
- Assemble and document recommendations regarding national initiatives and enhancements that might benefit multiple Federal organizations
- Review, in coordination with the NCS COP, the National Initiatives document
- Prepare a proposed NLP Funding document for review by the Executive Agent
- Provide information regarding the implementation of the NCS programs and assist in the assessment of the effectiveness of the Planning Process
- Identify, analyze, and document NCS Baseline Activities and their potential impact on future objectives and current capabilities
- Identify telecommunication and information transfer standards issues and ensure that industry and government telecommunication standards activities are appropriately considered within the Planning Process
- Establish and maintain a Target Architecture.

3.4.3 NCS COP

In addition to their responsibilities as individual members of the NCS, the members of the NCS COP shall collectively:

- Participate in the coordination of NS/EP telecommunication planning activities
- Review and provide recommendations regarding the Shortfalls Assessment document
- Review and provide recommendations regarding the National Initiatives document, to include the NLP Funding, NCS Baseline Activities, and Target Architecture appendices
- Serve as a forum for the assessment of the effectiveness of the Planning Process.

3.4.4 Executive Agent, NCS

The Executive Agent, NCS, shall provide direction for NS/EP telecommunication planning activities and serve as the principal interface between the NCS and the EOP. In addition, the Executive Agent shall:

- Oversee the planning activities of the NCS
- Transmit NS/EP telecommunications planning guidance and direction received from the EOP to the Manager, NCS
- Review the proposed NLP Funding document and forward it, with Executive Agent recommendations, for the consideration of the EOP.

3.4.5 Executive Office of the President

Within the EOP, the NSC, in coordination with OSTP and OMB:

- Provides policy and program direction for NS/EP telecommunications planning
- Provides a definition of the NS/EP Environment for planning purposes
- Reviews and approves or modifies the proposed NLP Funding document submitted by the NCS
- Provides direction for the implementation of national level NS/EP telecommunication programs.

In addition, the OSTP also:

- Provides recommendations regarding, and the results of, tests, exercises, and evaluations
- Provides recommendations relating to the enhancement of plans and procedures for the management of Federal telecommunication resources during crises or emergencies.

As provided for in E.O. 12472, the OMB will, in coordination with the NSC, provide general guidelines and procedures for reviewing the financing of the NCS within the budgetary process and for preparation of budget estimates by participating organizations. These guidelines and procedures may provide for mechanisms for funding, through the budget review process, NS/EP telecommunication initiatives which benefit multiple Federal organizations.

3.5 Planning Cycle/Schedule

The formulation, review, and approval of key planning process elements (i.e., Shortfalls Assessment, National Initiatives, NLP Funding, NCS Baseline Activities, and the Target Architecture) are accomplished on a systematic, sequential basis within an annual planning cycle (Exhibit 3-1). The timing of major planning elements within the annual planning cycle is primarily driven by the requirements of the Federal budget process. Because of the lead times required for preparation of the President's budget, planning is essentially a continuous activity within the NCS structure.

Exhibit 3-1
Objective Schedule

Document	Activity	Schedule *
Shortfalls Assessment	OOP Review	29-Nov-93
	OOP Recommendation	30-Dec-93
National Initiatives	OOP Review	3-Mar-94
	OOP Recommendation	31-Mar-94
NLP Funding Document	Submit to EOP	1-Jun-94
	EOP Approval	Per EOP Schedule

*Activity dates apply to transition planning process cycle only, and indicate monthly milestones for subsequent annual cycles.

APPENDICES

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APPENDIX A

EXECUTIVE ORDER 12472

**ASSIGNMENT OF NATIONAL SECURITY AND EMERGENCY PREPAREDNESS
TELECOMMUNICATIONS FUNCTIONS**

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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

(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;

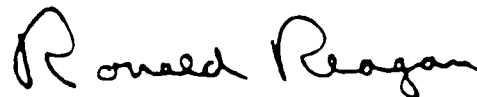
(2) The Presidential Memorandum of August 21, 1983, as amended, entitled "Establishment of the National Communications System", is hereby superseded; and

(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

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.

Handwritten signature of Ronald Reagan in cursive script.

THE WHITE HOUSE,
April 3, 1984.

APPENDIX B

EXECUTIVE ORDER 12656

ASSIGNMENT OF EMERGENCY PREPAREDNESS RESPONSIBILITIES

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Presidential Documents

Title 3—

Executive Order 12856 of November 18, 1988

The President

Assignment of Emergency Preparedness Responsibilities

WHEREAS our national security is dependent upon our ability to assure continuity of government, at every level, in any national security emergency situation that might confront the Nation; and

WHEREAS effective national preparedness planning to meet such an emergency, including a massive nuclear attack, is essential to our national survival; and

WHEREAS effective national preparedness planning requires the identification of functions that would have to be performed during such an emergency, the assignment of responsibility for developing plans for performing these functions, and the assignment of responsibility for developing the capability to implement those plans; and

WHEREAS the Congress has directed the development of such national security emergency preparedness plans and has provided funds for the accomplishment thereof;

NOW, THEREFORE, by virtue of the authority vested in me as President by the Constitution and laws of the United States of America, and pursuant to Reorganization Plan No. 1 of 1958 (72 Stat. 1799), the National Security Act of 1947, as amended, the Defense Production Act of 1950, as amended, and the Federal Civil Defense Act, as amended, it is hereby ordered that the responsibilities of the Federal departments and agencies in national security emergencies shall be as follows:

PART 1—Preamble

Section 101. National Security Emergency Preparedness Policy.

(a) The policy of the United States is to have sufficient capabilities at all levels of government to meet essential defense and civilian needs during any national security emergency. A national security emergency is any occurrence, including natural disaster, military attack, technological emergency, or other emergency, that seriously degrades or seriously threatens the national security of the United States. Policy for national security emergency preparedness shall be established by the President. Pursuant to the President's direction, the National Security Council shall be responsible for developing and administering such policy. All national security emergency preparedness activities shall be consistent with the Constitution and laws of the United States and with preservation of the constitutional government of the United States.

(b) Effective national security emergency preparedness planning requires: identification of functions that would have to be performed during such an emergency; development of plans for performing these functions; and development of the capability to execute those plans.

Sec. 102. Purpose.

(a) The purpose of this Order is to assign national security emergency preparedness responsibilities to Federal departments and agencies. These assignments are based, whenever possible, on extensions of the regular missions of the departments and agencies.

(b) This Order does not constitute authority to implement the plans prepared pursuant to this Order. Plans so developed may be executed only in the event that authority for such execution is authorized by law.

Sec. 103. Scope.

(a) This Order addresses national security emergency preparedness functions and activities. As used in this Order, preparedness functions and activities include, as appropriate, policies, plans, procedures, and readiness measures that enhance the ability of the United States Government to mobilize for, respond to, and recover from a national security emergency.

(b) This Order does not apply to those natural disasters, technological emergencies, or other emergencies, the alleviation of which is normally the responsibility of individuals, the private sector, volunteer organizations, State and local governments, and Federal departments and agencies unless such situations also constitute a national security emergency.

(c) This Order does not require the provision of information concerning, or evaluation of, military policies, plans, programs, or states of military readiness.

(d) This Order does not apply to national security emergency preparedness telecommunications functions and responsibilities that are otherwise assigned by Executive Order 12472.

Sec. 104. Management of National Security Emergency Preparedness.

(a) The National Security Council is the principal forum for consideration of national security emergency preparedness policy.

(b) The National Security Council shall arrange for Executive branch liaison with, and assistance to, the Congress and the Federal judiciary on national security-emergency preparedness matters.

(c) The Director of the Federal Emergency Management Agency shall serve as an advisor to the National Security Council on issues of national security emergency preparedness, including mobilization preparedness, civil defense, continuity of government, technological disasters, and other issues, as appropriate. Pursuant to such procedures for the organization and management of the National Security Council process as the President may establish, the Director of the Federal Emergency Management Agency also shall assist in the implementation of and management of the National Security Council process as the President may establish. The Director of the Federal Emergency Management Agency also shall assist in the implementation of national security emergency preparedness policy by coordinating with the other Federal departments and agencies and with State and local governments, and by providing periodic reports to the National Security Council on implementation of national security emergency preparedness policy.

(d) National security emergency preparedness functions that are shared by more than one agency shall be coordinated by the head of the Federal department or agency having primary responsibility and shall be supported by the heads of other departments and agencies having related responsibilities.

(e) There shall be a national security emergency exercise program that shall be supported by the heads of all appropriate Federal departments and agencies.

(f) Plans and procedures will be designed and developed to provide maximum flexibility to the President for his implementation of emergency actions.

Sec. 105. Interagency Coordination.

(a) All appropriate Cabinet members and agency heads shall be consulted regarding national security emergency preparedness programs and policy issues. Each department and agency shall support interagency coordination to improve preparedness and response to a national security emergency and

shall develop and maintain decentralized capabilities wherever feasible and appropriate.

(b) Each Federal department and agency shall work within the framework established by, and cooperate with those organizations assigned responsibility in Executive Order No. 12472, to ensure adequate national security emergency preparedness telecommunications in support of the functions and activities addressed by this Order.

PART 2—General Provisions

Sec. 201. General. The head of each Federal department and agency, as appropriate, shall:

(1) Be prepared to respond adequately to all national security emergencies, including those that are international in scope, and those that may occur within any region of the Nation;

(2) Consider national security emergency preparedness factors in the conduct of his or her regular functions, particularly those functions essential in time of emergency. Emergency plans and programs, and an appropriate state of readiness, including organizational infrastructure, shall be developed as an integral part of the continuing activities of each Federal department and agency;

(3) Appoint a senior policy official as Emergency Coordinator, responsible for developing and maintaining a multi-year, national security emergency preparedness plan for the department or agency to include objectives, programs, and budgetary requirements;

(4) Design preparedness measures to permit a rapid and effective transition from routine to emergency operations, and to make effective use of the period following initial indication of a probable national security emergency. This will include:

(a) Development of a system of emergency actions that defines alternatives, processes, and issues to be considered during various stages of national security emergencies;

(b) Identification of actions that could be taken in the early stages of a national security emergency or pending national security emergency to mitigate the impact of or reduce significantly the lead times associated with full emergency action implementation;

(5) Base national security emergency preparedness measures on the use of existing authorities, organizations, resources, and systems to the maximum extent practicable;

(6) Identify areas where additional legal authorities may be needed to assist management and, consistent with applicable Executive orders, take appropriate measures toward acquiring those authorities;

(7) Make policy recommendations to the National Security Council regarding national security emergency preparedness activities and functions of the Federal Government;

(8) Coordinate with State and local government agencies and other organizations, including private sector organizations, when appropriate. Federal plans should include appropriate involvement of and reliance upon private sector organizations in the response to national security emergencies;

(9) Assist State, local, and private sector entities in developing plans for mitigating the effects of national security emergencies and for providing services that are essential to a national response;

(10) Cooperate, to the extent appropriate, in compiling, evaluating, and exchanging relevant data related to all aspects of national security emergency preparedness;

(11) Develop programs regarding congressional relations and public information that could be used during national security emergencies;

(12) Ensure a capability to provide, during a national security emergency, information concerning Acts of Congress, presidential proclamations, Executive orders, regulations, and notices of other actions to the Archivist of the United States, for publication in the Federal Register, or to each agency designated to maintain the Federal Register in an emergency;

(13) Develop and conduct training and education programs that incorporate emergency preparedness and civil defense information necessary to ensure an effective national response;

(14) Ensure that plans consider the consequences for essential services provided by State and local governments, and by the private sector, if the flow of Federal funds is disrupted;

(15) Consult and coordinate with the Director of the Federal Emergency Management Agency to ensure that those activities and plans are consistent with current National Security Council guidelines and policies.

Sec. 202. Continuity of Government. The head of each Federal department and agency shall ensure the continuity of essential functions in any national security emergency by providing for: succession to office and emergency delegation of authority in accordance with applicable law; safekeeping of essential resources, facilities, and records; and establishment of emergency operating capabilities.

Sec. 203. Resource Management. The head of each Federal department and agency, as appropriate within assigned areas of responsibility, shall:

(1) Develop plans and programs to mobilize personnel (including reservist programs), equipment, facilities, and other resources;

(2) Assess essential emergency requirements and plan for the possible use of alternative resources to meet essential demands during and following national security emergencies;

(3) Prepare plans and procedures to share between and among the responsible agencies resources such as energy, equipment, food, land, materials, minerals, services, supplies, transportation, water, and workforce needed to carry out assigned responsibilities and other essential functions, and cooperate with other agencies in developing programs to ensure availability of such resources in a national security emergency;

(4) Develop plans to set priorities and allocate resources among civilian and military claimants;

(5) Identify occupations and skills for which there may be a critical need in the event of a national security emergency.

Sec. 204. Protection of Essential Resources and Facilities. The head of each Federal department and agency, within assigned areas of responsibility, shall:

(1) Identify facilities and resources, both government and private, essential to the national defense and national welfare, and assess their vulnerabilities and develop strategies, plans, and programs to provide for the security of such facilities and resources, and to avoid or minimize disruptions of essential services during any national security emergency;

(2) Participate in interagency activities to assess the relative importance of various facilities and resources to essential military and civilian needs and to integrate preparedness and response strategies and procedures;

(3) Maintain a capability to assess promptly the effect of attack and other disruptions during national security emergencies.

Sec. 205. Federal Benefit, Insurance, and Loan Programs. The head of each Federal department and agency that administers a loan, insurance, or benefit program that relies upon the Federal Government payment system shall

coordinate with the Secretary of the Treasury in developing plans for the continuation or restoration, to the extent feasible, of such programs in national security emergencies.

Sec. 206. Research. The Director of the Office of Science and Technology Policy and the heads of Federal departments and agencies having significant research and development programs shall advise the National Security Council of scientific and technological developments that should be considered in national security emergency preparedness planning.

Sec. 207. Redelelegation. The head of each Federal department and agency is hereby authorized, to the extent otherwise permitted by law, to redelegate the functions assigned by this Order, and to authorize successive redelegations to organizations, officers, or employees within that department or agency.

Sec. 208. Transfer of Functions. Recommendations for interagency transfer of any emergency preparedness function assigned under this Order or for assignment of any new emergency preparedness function shall be coordinated with all affected Federal departments and agencies before submission to the National Security Council.

Sec. 209. Retention of Existing Authority. Nothing in this Order shall be deemed to derogate from assignments of functions to any Federal department or agency or officer thereof made by law.

PART 3—Department of Agriculture

Sec. 301. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Agriculture shall:

- (1) Develop plans to provide for the continuation of agricultural production, food processing, storage, and distribution through the wholesale level in national security emergencies, and to provide for the domestic distribution of seed, feed, fertilizer, and farm equipment to agricultural producers;
- (2) Develop plans to provide food and agricultural products to meet international responsibilities in national security emergencies;
- (3) Develop plans and procedures for administration and use of Commodity Credit Corporation inventories of food and fiber resources in national security emergencies;
- (4) Develop plans for the use of resources under the jurisdiction of the Secretary of Agriculture and, in cooperation with the Secretaries of Commerce, Defense, and the Interior, the Board of Directors of the Tennessee Valley Authority, and the heads of other government entities, plan for the national security emergency management, production, and processing of forest products;
- (5) Develop, in coordination with the Secretary of Defense, plans and programs for water to be used in agricultural production and food processing in national security emergencies;
- (6) In cooperation with Federal, State, and local agencies, develop plans for a national program relating to the prevention and control of fires in rural areas of the United States caused by the effects of enemy attack or other national security emergencies;
- (7) Develop plans to help provide the Nation's farmers with production resources, including national security emergency financing capabilities;
- (8) Develop plans, in consonance with those of the Department of Health and Human Services, the Department of the Interior, and the Environmental Protection Agency, for national security emergency agricultural health services and forestry, including:
 - (a) Diagnosis and control or eradication of diseases, pests, or hazardous agents (biological, chemical, or radiological) against animals, crops, timber, or products thereof;

(b) Protection, treatment, and handling of livestock and poultry, or products thereof, that have been exposed to or affected by hazardous agents;

(c) Use and handling of crops, agricultural commodities, timber, and agricultural lands that have been exposed to or affected by hazardous agents; and

(d) Assuring the safety and wholesomeness, and minimizing losses from hazards, of animals and animal products and agricultural commodities and products subject to continuous inspection by the Department of Agriculture or owned by the Commodity Credit Corporation or by the Department of Agriculture;

(9) In consultation with the Secretary of State and the Director of the Federal Emergency Management Agency, represent the United States in agriculture-related international civil emergency preparedness planning and related activities.

Sec. 302. Support Responsibility. The Secretary of Agriculture shall assist the Secretary of Defense in formulating and carrying out plans for stockpiling strategic and critical agricultural materials.

PART 4—Department of Commerce

Sec. 401. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Commerce shall:

(1) Develop control systems for priorities, allocation, production, and distribution of materials and other resources that will be available to support both national defense and essential civilian programs in a national security emergency;

(2) In cooperation with the Secretary of Defense and other departments and agencies, identify those industrial products and facilities that are essential to mobilization readiness, national defense, or post-attack survival and recovery;

(3) In cooperation with the Secretary of Defense and other Federal departments and agencies, analyze potential effects of national security emergencies on actual production capability, taking into account the entire production complex, including shortages of resources, and develop preparedness measures to strengthen capabilities for production increases in national security emergencies;

(4) In cooperation with the Secretary of Defense, perform industry analyses to assess capabilities of the commercial industrial base to support the national defense, and develop policy alternatives to improve the international competitiveness of specific domestic industries and their abilities to meet defense program needs;

(5) In cooperation with the Secretary of the Treasury, develop plans for providing emergency assistance to the private sector through direct or participation loans for the financing of production facilities and equipment;

(6) In cooperation with the Secretaries of State, Defense, Transportation, and the Treasury, prepare plans to regulate and control exports and imports in national security emergencies;

(7) Provide for the collection and reporting of census information on human and economic resources, and maintain a capability to conduct emergency surveys to provide information on the status of these resources as required for national security purposes;

(8) Develop overall plans and programs to ensure that the fishing industry continues to produce and process essential protein in national security emergencies;

(9) Develop plans to provide meteorological, hydrologic, marine weather, geodetic, hydrographic, climatic, seismic, and oceanographic data and services to Federal, State, and local agencies, as appropriate;

(10) In coordination with the Secretary of State and the Director of the Federal Emergency Management Agency, represent the United States in industry-related international (NATO and allied) civil emergency preparedness planning and related activities.

Sec. 402. *Support Responsibilities.* The Secretary of Commerce shall:

- (1) Assist the Secretary of Defense in formulating and carrying out plans for stockpiling strategic and critical materials;
- (2) Support the Secretary of Agriculture in planning for the national security management, production, and processing of forest and fishery products;
- (3) Assist, in consultation with the Secretaries of State and Defense, the Secretary of the Treasury in the formulation and execution of economic measures affecting other nations.

PART 5—Department of Defense

Sec. 501. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Defense shall:

- (1) Ensure military preparedness and readiness to respond to national security emergencies;
- (2) In coordination with the Secretary of Commerce, develop, with industry, government, and the private sector, reliable capabilities for the rapid increase of defense production to include industrial resources required for that production;
- (3) Develop and maintain, in cooperation with the heads of other departments and agencies, national security emergency plans, programs, and mechanisms to ensure effective mutual support between and among the military, civil government, and the private sector;
- (4) Develop and maintain damage assessment capabilities and assist the Director of the Federal Emergency Management Agency and the heads of other departments and agencies in developing and maintaining capabilities to assess attack damage and to estimate the effects of potential attack on the Nation;
- (5) Arrange, through agreements with the heads of other Federal departments and agencies, for the transfer of certain Federal resources to the jurisdiction and/or operational control of the Department of Defense in national security emergencies;
- (6) Acting through the Secretary of the Army, develop, with the concurrence of the heads of all affected departments and agencies, overall plans for the management, control, and allocation of all usable waters from all sources within the jurisdiction of the United States. This includes:
 - (a) Coordination of national security emergency water resource planning at the national, regional, State, and local levels;
 - (b) Development of plans to assure emergency provision of water from public works projects under the jurisdiction of the Secretary of the Army to public water supply utilities and critical defense production facilities during national security emergencies;
 - (c) Development of plans to assure emergency operation of waterways and harbors; and
 - (d) Development of plans to assure the provision of potable water;
- (7) In consultation with the Secretaries of State and Energy, the Director of the Federal Emergency Management Agency, and others, as required, develop plans and capabilities for identifying, analyzing, mitigating, and responding to hazards related to nuclear weapons, materials, and devices; and maintain liaison, as appropriate, with the Secretary of Energy and the Members of the Nuclear Regulatory Commission to ensure the continuity of nuclear weapons production and the appropriate allocation of scarce resources, including the

recapture of special nuclear materials from Nuclear Regulatory Commission licensees when appropriate;

(8) Coordinate with the Administrator of the National Aeronautics and Space Administration and the Secretary of Energy, as appropriate, to prepare for the use, maintenance, and development of technologically advanced aerospace and aeronautical-related systems, equipment, and methodologies applicable to national security emergencies;

(9) Develop, in coordination with the Secretary of Labor, the Directors of the Selective Service System, the Office of Personnel Management, and the Federal Emergency Management Agency, plans and systems to ensure that the Nation's human resources are available to meet essential military and civilian needs in national security emergencies;

(10) Develop national security emergency operational procedures, and coordinate with the Secretary of Housing and Urban Development with respect to residential property, for the control, acquisition, leasing, assignment and priority of occupancy of real property within the jurisdiction of the Department of Defense;

(11) Review the priorities and allocations systems developed by other departments and agencies to ensure that they meet Department of Defense needs in a national security emergency; and develop and maintain the Department of Defense programs necessary for effective utilization of all priorities and allocations systems;

(12) Develop, in coordination with the Attorney General of the United States, specific procedures by which military assistance to civilian law enforcement authorities may be requested, considered, and provided;

(13) In cooperation with the Secretary of Commerce and other departments and agencies, identify those industrial products and facilities that are essential to mobilization readiness, national defense, or post-attack survival and recovery;

(14) In cooperation with the Secretary of Commerce and other Federal departments and agencies, analyze potential effects of national security emergencies on actual production capability, taking into account the entire production complex, including shortages of resources, and develop preparedness measures to strengthen capabilities for production increases in national security emergencies;

(15) With the assistance of the heads of other Federal departments and agencies, provide management direction for the stockpiling of strategic and critical materials, conduct storage, maintenance, and quality assurance operations for the stockpile of strategic and critical materials, and formulate plans, programs, and reports relating to the stockpiling of strategic and critical materials.

Sec. 502. Support Responsibilities. The Secretary of Defense shall:

(1) Advise and assist the heads of other Federal departments and agencies in the development of plans and programs to support national mobilization. This includes providing, as appropriate:

(a) Military requirements, prioritized and time-phased to the extent possible, for selected end-items and supporting services, materials, and components;

(b) Recommendations for use of financial incentives and other methods to improve defense production as provided by law; and

(c) Recommendations for export and import policies;

(2) Advise and assist the Secretary of State and the heads of other Federal departments and agencies, as appropriate, in planning for the protection, evacuation, and repatriation of United States citizens in threatened areas overseas;

- (3) Support the Secretary of Housing and Urban Development and the heads of other agencies, as appropriate, in the development of plans to restore community facilities;
- (4) Support the Secretary of Energy in international liaison activities pertaining to nuclear materials facilities;
- (5) In consultation with the Secretaries of State and Commerce, assist the Secretary of the Treasury in the formulation and execution of economic measures that affect other nations;
- (6) Support the Secretary of State and the heads of other Federal departments and agencies as appropriate in the formulation and implementation of foreign policy, and the negotiation of contingency and post-emergency plans, intergovernmental agreements, and arrangements with allies and friendly nations, which affect national security;
- (7) Coordinate with the Director of the Federal Emergency Management Agency the development of plans for mutual civil-military support during national security emergencies;
- (8) Develop plans to support the Secretary of Labor in providing education and training to overcome shortages of critical skills.

PART 6—Department of Education

Sec. 601. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Education shall:

- (1) Assist school systems in developing their plans to provide for the earliest possible resumption of activities following national security emergencies;
- (2) Develop plans to provide assistance, including efforts to meet shortages of critical educational personnel, to local educational agencies;
- (3) Develop plans, in coordination with the Director of the Federal Emergency Management Agency, for dissemination of emergency preparedness instructional material through educational institutions and the media during national security emergencies.

Sec. 602. *Support responsibilities.* The Secretary of Education shall:

- (1) Develop plans to support the Secretary of Labor in providing education and training to overcome shortages of critical skills;
- (2) Support the Secretary of Health and Human Services in the development of human services educational and training materials, including self-help program materials for use by human service organizations and professional schools.

PART 7—Department of Energy

Sec. 701. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Energy shall:

- (1) Conduct national security emergency preparedness planning, including capabilities development, and administer operational programs for all energy resources, including:
 - (a) Providing information, in cooperation with Federal, State, and energy industry officials, on energy supply and demand conditions and on the requirements for and the availability of materials and services critical to energy supply systems;
 - (b) In coordination with appropriate departments and agencies and in consultation with the energy industry, develop implementation plans and operational systems for priorities and allocation of all energy resource requirements for national defense and essential civilian needs to assure national security emergency preparedness;

(c) Developing, in consultation with the Board of Directors of the Tennessee Valley Authority, plans necessary for the integration of its power system into the national supply system;

(2) Identify energy facilities essential to the mobilization, deployment, and sustainment of resources to support the national security and national welfare, and develop energy supply and demand strategies to ensure continued provision of minimum essential services in national security emergencies;

(3) In coordination with the Secretary of Defense, ensure continuity of nuclear weapons production consistent with national security requirements;

(4) Assure the security of nuclear materials, nuclear weapons, or devices in the custody of the Department of Energy, as well as the security of all other Department of Energy programs and facilities;

(5) In consultation with the Secretaries of State and Defense and the Director of the Federal Emergency Management Agency, conduct appropriate international liaison activities pertaining to matters within the jurisdiction of the Department of Energy;

(6) In consultation with the Secretaries of State and Defense, the Director of the Federal Emergency Management Agency, the Members of the Nuclear Regulatory Commission, and others, as required, develop plans and capabilities for identification, analysis, damage assessment, and mitigation of hazards from nuclear weapons, materials, and devices;

(7) Coordinate with the Secretary of Transportation in the planning and management of transportation resources involved in the bulk movement of energy;

(8) At the request of or with the concurrence of the Nuclear Regulatory Commission and in consultation with the Secretary of Defense, recapture special nuclear materials from Nuclear Regulatory Commission licensees where necessary to assure the use, preservation, or safeguarding of such material for the common defense and security;

(9) Develop national security emergency operational procedures for the control, utilization, acquisition, leasing, assignment, and priority of occupancy of real property within the jurisdiction of the Department of Energy;

(10) Manage all emergency planning and response activities pertaining to Department of Energy nuclear facilities.

Sec. 702. Support Responsibilities. The Secretary of Energy shall:

(1) Provide advice and assistance, in coordination with appropriate agencies, to Federal, State, and local officials and private sector organizations to assess the radiological impact associated with national security emergencies;

(2) Coordinate with the Secretaries of Defense and the Interior regarding the operation of hydroelectric projects to assure maximum energy output;

(3) Support the Secretary of Housing and Urban Development and the heads of other agencies, as appropriate, in the development of plans to restore community facilities;

(4) Coordinate with the Secretary of Agriculture regarding the emergency preparedness of the rural electric supply systems throughout the Nation and the assignment of emergency preparedness responsibilities to the Rural Electrification Administration.

PART 8—Department of Health and Human Services

Sec. 801. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Health and Human Services shall:

(1) Develop national plans and programs to mobilize the health industry and health resources for the provision of health, mental health, and medical services in national security emergencies;

- (2) Promote the development of State and local plans and programs for provision of health, mental health, and medical services in national security emergencies;
- (3) Develop national plans to set priorities and allocate health, mental health, and medical services' resources among civilian and military claimants;
- (4) Develop health and medical survival information programs and a nationwide program to train health and mental health professionals and paraprofessionals in special knowledge and skills that would be useful in national security emergencies;
- (5) Develop programs to reduce or eliminate adverse health and mental health effects produced by hazardous agents (biological, chemical, or radiological), and, in coordination with appropriate Federal agencies, develop programs to minimize property and environmental damage associated with national security emergencies;
- (6) Develop guidelines that will assure reasonable and prudent standards of purity and/or safety in the manufacture and distribution of food, drugs, biological products, medical devices, food additives, and radiological products in national security emergencies;
- (7) Develop national plans for assisting State and local governments in rehabilitation of persons injured or disabled during national security emergencies;
- (8) Develop plans and procedures to assist State and local governments in the provision of emergency human services, including lodging, feeding, clothing, registration and inquiry, social services, family reunification and mortuary services and interment;
- (9) Develop, in coordination with the Secretary of Education, human services educational and training materials for use by human service organizations and professional schools; and develop and distribute, in coordination with the Director of the Federal Emergency Management Agency, civil defense information relative to emergency human services;
- (10) Develop plans and procedures, in coordination with the heads of Federal departments and agencies, for assistance to United States citizens or others evacuated from overseas areas.

Sec. 802. Support Responsibility. The Secretary of Health and Human Services shall support the Secretary of Agriculture in the development of plans related to national security emergency agricultural health services.

PART 9—Department of Housing and Urban Development

Sec. 901. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Housing and Urban Development shall:

- (1) Develop plans for provision and management of housing in national security emergencies, including:
 - (a) Providing temporary housing using Federal financing and other arrangements;
 - (b) Providing for radiation protection by encouraging voluntary construction of shelters and voluntary use of cost-efficient design and construction techniques to maximize population protection;
- (2) Develop plans, in cooperation with the heads of other Federal departments and agencies and State and local governments, to restore community facilities, including electrical power, potable water, and sewage disposal facilities, damaged in national security emergencies.

PART 10—Department of the Interior

Sec. 1001. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of the Interior shall:

- (1) Develop programs and encourage the exploration, development, and mining of strategic and critical and other nonfuel minerals for national security emergency purposes;
- (2) Provide guidance to mining industries in the development of plans and programs to ensure continuity of production during national security emergencies;
- (3) Develop and implement plans for the management, control, allocation, and use of public land under the jurisdiction of the Department of the Interior in national security emergencies and coordinate land emergency planning at the Federal, State, and local levels.

Sec. 1002. *Support Responsibilities.* The Secretary of the Interior shall:

- (1) Assist the Secretary of Defense in formulating and carrying out plans for stockpiling strategic and critical minerals;
- (2) Cooperate with the Secretary of Commerce in the identification and evaluation of facilities essential for national security emergencies;
- (3) Support the Secretary of Agriculture in planning for the national security management, production, and processing of forest products.

PART 11—Department of Justice

Sec. 1101. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Attorney General of the United States shall:

- (1) Provide legal advice to the President and the heads of Federal departments and agencies and their successors regarding national security emergency powers, plans, and authorities;
- (2) Coordinate Federal Government domestic law enforcement activities related to national security emergency preparedness, including Federal law enforcement liaison with, and assistance to, State and local governments;
- (3) Coordinate contingency planning for national security emergency law enforcement activities that are beyond the capabilities of State and local agencies;
- (4) Develop national security emergency plans for regulation of immigration, regulation of nationals of enemy countries, and plans to implement laws for the control of persons entering or leaving the United States;
- (5) Develop plans and procedures for the custody and protection of prisoners and the use of Federal penal and correctional institutions and resources during national security emergencies;
- (6) Provide information and assistance to the Federal Judicial branch and the Federal Legislative branch concerning law enforcement, continuity of government, and the exercise of legal authority during national security emergencies;
- (7) Develop intergovernmental and interagency law enforcement plans and counterterrorism programs to interdict and respond to terrorism incidents in the United States that may result in a national security emergency or that occur during such an emergency;
- (8) Develop intergovernmental and interagency law enforcement plans to respond to civil disturbances that may result in a national security emergency or that occur during such an emergency.

Sec. 1102. *Support Responsibilities.* The Attorney General of the United States shall:

- (1) Assist the heads of Federal departments and agencies, State and local governments, and the private sector in the development of plans to physically protect essential resources and facilities;

(2) Support the Secretaries of State and the Treasury in plans for the protection of international organizations and foreign diplomatic, consular, and other official personnel, property, and other assets within the jurisdiction of the United States;

(3) Support the Secretary of the Treasury in developing plans to control the movement of property entering and leaving the United States;

(4) Support the heads of other Federal departments and agencies and State and local governments in developing programs and plans for identifying fatalities and reuniting families in national security emergencies;

(5) Support the intelligence community in the planning of its counterintelligence and counterterrorism programs.

PART 12—Department of Labor

Sec. 1201. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Labor shall:

(1) Develop plans and issue guidance to ensure effective use of civilian workforce resources during national security emergencies. Such plans shall include, but not necessarily be limited to:

(a) Priorities and allocations, recruitment, referral, training, employment stabilization including appeals procedures, use assessment, and determination of critical skill categories; and

(b) Programs for increasing the availability of critical workforce skills and occupations;

(2) In consultation with the Secretary of the Treasury, develop plans and procedures for wage, salary, and benefit costs stabilization during national security emergencies;

(3) Develop plans and procedures for protecting and providing incentives for the civilian labor force during national security emergencies;

(4) In consultation with other appropriate government agencies and private entities, develop plans and procedures for effective labor-management relations during national security emergencies.

Sec. 1202. *Support Responsibilities.* The Secretary of Labor shall:

(1) Support planning by the Secretary of Defense and the private sector for the provision of human resources to critical defense industries during national security emergencies;

(2) Support planning by the Secretary of Defense and the Director of Selective Service for the institution of conscription in national security emergencies.

PART 13—Department of State

Sec. 1301. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of State shall:

(1) Provide overall foreign policy coordination in the formulation and execution of continuity of government and other national security emergency preparedness activities that affect foreign relations;

(2) Prepare to carry out Department of State responsibilities in the conduct of the foreign relations of the United States during national security emergencies, under the direction of the President and in consultation with the heads of other appropriate Federal departments and agencies, including, but not limited to:

(a) Formulation and implementation of foreign policy and negotiation regarding contingency and post-emergency plans, intergovernmental agreements, and arrangements with United States' allies;

(b) Formulation, negotiation, and execution of policy affecting the relationships of the United States with neutral states;

- (c) Formulation and execution of political strategy toward hostile or enemy states;
- (d) Conduct of mutual assistance activities;
- (e) Provision of foreign assistance, including continuous supervision and general direction of authorized economic and military assistance programs;
- (f) Protection or evacuation of United States citizens and nationals abroad and safeguarding their property abroad, in consultation with the Secretaries of Defense and Health and Human Services;
- (g) Protection of international organizations and foreign diplomatic, consular and other official personnel and property, or other assets, in the United States, in coordination with the Attorney General and the Secretary of the Treasury;
- (h) Formulation of policies and provisions for assistance to displaced persons and refugees abroad;
- (i) Maintenance of diplomatic and consular representation abroad; and
- (j) Reporting of and advising on conditions overseas that bear upon national security emergencies.

Sec. 1302. Support Responsibilities. The Secretary of State shall:

- (1) Assist appropriate agencies in developing planning assumptions concerning accessibility of foreign sources of supply;
- (2) Support the Secretary of the Treasury, in consultation, as appropriate, with the Secretaries of Commerce and Defense, in the formulation and execution of economic measures with respect to other nations;
- (3) Support the Secretary of Energy in international liaison activities pertaining to nuclear materials facilities;
- (4) Support the Director of the Federal Emergency Management Agency in the coordination and integration of United States policy regarding the formulation and implementation of civil emergency resources and preparedness planning;
- (5) Assist the Attorney General of the United States in the formulation of national security emergency plans for the control of persons entering or leaving the United States.

PART 14—Department of Transportation

Sec. 1401. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of Transportation shall:

- (1) Develop plans to promulgate and manage overall national policies, programs, procedures, and systems to meet essential civil and military transportation needs in national security emergencies;
- (2) Be prepared to provide direction to all modes of civil transportation in national security emergencies, including air, surface, water, pipelines, and public storage and warehousing, to the extent such responsibility is vested in the Secretary of Transportation. This direction may include:
 - (a) Implementation of priorities for all transportation resource requirements for service, equipment, facilities, and systems;
 - (b) Allocation of transportation resource capacity; and
 - (c) Emergency management and control of civil transportation resources and systems, including privately owned automobiles, urban mass transit, intermodal transportation systems, the National Railroad Passenger Corporation and the St. Lawrence Seaway Development Corporation;
- (3) Develop plans to provide for the smooth transition of the Coast Guard as a service to the Department of the Navy during national security emergencies. These plans shall be compatible with the Department of Defense planning systems, especially in the areas of port security and military readiness;

(4) In coordination with the Secretary of State and the Director of the Federal Emergency Management Agency, represent the United States in transportation-related international (including NATO and allied) civil emergency preparedness planning and related activities;

(5) Coordinate with State and local highway agencies in the management of all Federal, State, city, local, and other highways, roads, streets, bridges, tunnels, and publicly owned highway maintenance equipment to assure efficient and safe use of road space during national security emergencies;

(6) Develop plans and procedures in consultation with appropriate agency officials for maritime and port safety, law enforcement, and security over, upon, and under the high seas and waters subject to the jurisdiction of the United States to assure operational readiness for national security emergency functions;

(7) Develop plans for the emergency operation of U.S. ports and facilities, use of shipping resources (U.S. and others), provision of government war risks insurance, and emergency construction of merchant ships for military and civil use;

(8) Develop plans for emergency management and control of the National Airspace System, including provision of war risk insurance and for transfer of the Federal Aviation Administration, in the event of war, to the Department of Defense;

(9) Coordinate the Interstate Commerce Commission's development of plans and preparedness programs for the reduction of vulnerability, maintenance, restoration, and operation of privately owned railroads, motor carriers, inland waterway transportation systems, and public storage facilities and services in national security emergencies.

Sec. 1402. Support Responsibility. The Secretary of Transportation shall coordinate with the Secretary of Energy in the planning and management of transportation resources involved in the bulk movement of energy materials.

PART 15—Department of the Treasury

Sec. 1501. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Secretary of the Treasury shall:

(1) Develop plans to maintain stable economic conditions and a market economy during national security emergencies; emphasize measures to minimize inflation and disruptions; and, minimize reliance on direct controls of the monetary, credit, and financial systems. These plans will include provisions for:

(a) Increasing capabilities to minimize economic dislocations by carrying out appropriate fiscal, monetary, and regulatory policies and reducing susceptibility to manipulated economic pressures;

(b) Providing the Federal Government with efficient and equitable financing sources and payment mechanisms;

(c) Providing fiscal authorities with adequate legal authority to meet resource requirements;

(d) Developing, in consultation with the Board of Governors of the Federal Reserve System, and in cooperation with the Board of Directors of the Federal Deposit Insurance Corporation, the Federal Home Loan Bank Board, the National Credit Union Administration Board, the Farm Credit Administration Board and other financial institutions, plans for the continued or resumed operation and liquidity of banks, savings and loans, credit unions, and farm credit institutions, measures for the reestablishment of evidence of assets or liabilities, and provisions for currency withdrawals and deposit insurance;

(2) Provide for the protection of United States financial resources including currency and coin production and redemption facilities, Federal check disbursement facilities, and precious monetary metals;

- (3) Provide for the preservation of, and facilitate emergency operations of, public and private financial institution systems, and provide for their restoration during or after national security emergencies;
- (4) Provide, in coordination with the Secretary of State, for participation in bilateral and multilateral financial arrangements with foreign governments;
- (5) Maintain the Federal Government accounting and financial reporting system in national security emergencies;
- (6) Develop plans to protect the President, the Vice President, other officers in the order of presidential succession, and other persons designated by the President;
- (7) Develop plans for restoration of the economy following an attack: for the development of emergency monetary, credit, and Federal benefit payment programs of those Federal departments and agencies that have responsibilities dependent on the policies or capabilities of the Department of the Treasury; and for the implementation of national policy on sharing war losses;
- (8) Develop plans for initiating tax changes, waiving regulations, and, in conjunction with the Secretary of Commerce or other guaranteeing agency, granting or guaranteeing loans for the expansion of industrial capacity, the development of technological processes, or the production or acquisition of essential materials;
- (9) Develop plans, in coordination with the heads of other appropriate Federal departments and agencies, to acquire emergency imports, make foreign barter arrangements, or otherwise provide for essential material from foreign sources using, as appropriate, the resources of the Export-Import Bank or resources available to the Bank;
- (10) Develop plans for encouraging capital inflow and discouraging the flight of capital from the United States and, in coordination with the Secretary of State, for the seizure and administration of assets of enemy aliens during national security emergencies;
- (11) Develop plans, in consultation with the heads of appropriate Federal departments and agencies, to regulate financial and commercial transactions with other countries;
- (12) Develop plans, in coordination with the Secretary of Commerce and the Attorney General of the United States, to control the movement of property entering or leaving the United States;
- (13) Cooperate and consult with the Chairman of the Securities and Exchange Commission, the Chairman of the Federal Reserve Board, the Chairman of the Commodities Futures Trading Commission in the development of emergency financial control plans and regulations for trading of stocks and commodities, and in the development of plans for the maintenance and restoration of stable and orderly markets;
- (14) Develop plans, in coordination with the Secretary of State, for the formulation and execution of economic measures with respect to other nations in national security emergencies.

Sec. 1502. Support Responsibilities. The Secretary of the Treasury shall:

- (1) Cooperate with the Attorney General of the United States on law enforcement activities, including the control of people entering and leaving the United States;
- (2) Support the Secretary of Labor in developing plans and procedures for wage, salary, and benefit costs stabilization;
- (3) Support the Secretary of State in plans for the protection of international organizations and foreign diplomatic, consular, and other official personnel and property or other assets in the United States.

PART 16—Environmental Protection Agency

Sec. 1601. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Administrator of the Environmental Protection Agency shall:

- (1) Develop Federal plans and foster development of State and local plans designed to prevent or minimize the ecological impact of hazardous agents (biological, chemical, or radiological) introduced into the environment in national security emergencies;
- (2) Develop, for national security emergencies, guidance on acceptable emergency levels of nuclear radiation, assist in determining acceptable emergency levels of biological agents, and help to provide detection and identification of chemical agents;
- (3) Develop, in coordination with the Secretary of Defense, plans to assure the provision of potable water supplies to meet community needs under national security emergency conditions, including claimancy for materials and equipment for public water systems.

Sec. 1602. *Support Responsibilities.* The Administrator of the Environmental Protection Agency shall:

- (1) Assist the heads of other Federal agencies that are responsible for developing plans for the detection, reporting, assessment, protection against, and reduction of effects of hazardous agents introduced into the environment;
- (2) Advise the heads of Federal departments and agencies regarding procedures for assuring compliance with environmental restrictions and for expeditious review of requests for essential waivers.

PART 17—Federal Emergency Management Agency

Sec. 1701. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Director of the Federal Emergency Management Agency shall:

- (1) Coordinate and support the initiation, development, and implementation of national security emergency preparedness programs and plans among Federal departments and agencies;
- (2) Coordinate the development and implementation of plans for the operation and continuity of essential domestic emergency functions of the Federal Government during national security emergencies;
- (3) Coordinate the development of plans, in cooperation with the Secretary of Defense, for mutual civil-military support during national security emergencies;
- (4) Guide and assist State and local governments and private sector organizations in achieving preparedness for national security emergencies, including development of plans and procedures for assuring continuity of government, and support planning for prompt and coordinated Federal assistance to States and localities in responding to national security emergencies;
- (5) Provide the President a periodic assessment of Federal, State, and local capabilities to respond to national security emergencies;
- (6) Coordinate the implementation of policies and programs for efficient mobilization of Federal, State, local, and private sector resources in response to national security emergencies;
- (7) Develop and coordinate with all appropriate agencies civil defense programs to enhance Federal, State, local, and private sector capabilities for national security emergency crisis management, population protection, and recovery in the event of an attack on the United States;
- (8) Develop and support public information, education and training programs to assist Federal, State, and local government and private sector entities in planning for and implementing national security emergency preparedness programs;

(9) Coordinate among the heads of Federal, State, and local agencies the planning, conduct, and evaluation of national security emergency exercises;

(10) With the assistance of the heads of other appropriate Federal departments and agencies, develop and maintain capabilities to assess actual attack damage and residual recovery capabilities as well as capabilities to estimate the effects of potential attacks on the Nation;

(11) Provide guidance to the heads of Federal departments and agencies on the appropriate use of defense production authorities, including resource claimancy, in order to improve the capability of industry and infrastructure systems to meet national security emergency needs;

(12) Assist the Secretary of State in coordinating the formulation and implementation of United States policy for NATO and other allied civil emergency planning, including the provision of:

(a) advice and assistance to the departments and agencies in alliance civil emergency planning matters;

(b) support to the United States Mission to NATO in the conduct of day-to-day civil emergency planning activities; and

(c) support facilities for NATO Civil Wartime Agencies in cooperation with the Departments of Agriculture, Commerce, Energy, State, and Transportation.

Sec. 1702. Support Responsibilities. The Director of the Federal Emergency Management Agency shall:

(1) Support the heads of other Federal departments and agencies in preparing plans and programs to discharge their national security emergency preparedness responsibilities, including, but not limited to, such programs as mobilization preparedness, continuity of government planning, and continuance of industry and infrastructure functions essential to national security;

(2) Support the Secretary of Energy, the Secretary of Defense, and the Members of the Nuclear Regulatory Commission in developing plans and capabilities for identifying, analyzing, mitigating, and responding to emergencies related to nuclear weapons, materials, and devices, including mobile and fixed nuclear facilities, by providing, inter alia, off-site coordination;

(3) Support the Administrator of General Services in efforts to promote a government-wide program with respect to Federal buildings and installations to minimize the effects of attack and establish shelter management organizations.

PART 18—General Services Administration

Sec. 1801. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Administrator of General Services shall:

(1) Develop national security emergency plans and procedures for the operation, maintenance, and protection of federally owned and occupied buildings managed by the General Services Administration, and for the construction, alteration, and repair of such buildings;

(2) Develop national security emergency operating procedures for the control, acquisition, leasing, assignment, and priority of occupancy of real property by the Federal Government, and by State and local governments acting as agents of the Federal Government, except for the military facilities and facilities with special nuclear materials within the jurisdiction of the Departments of Defense and Energy;

(3) Develop national security emergency operational plans and procedures for the use of public utility services (other than telecommunications services) by Federal departments and agencies, except for Department of Energy-operated facilities;

(4) Develop plans and operating procedures of government-wide supply programs to meet the requirements of Federal departments and agencies during national security emergencies;

(5) Develop plans and operating procedures for the use, in national security emergencies, of excess and surplus real and personal property by Federal, State, and local governmental entities;

(6) Develop plans, in coordination with the Director of the Federal Emergency Management Agency, with respect to Federal buildings and installations, to minimize the effects of attack and establish shelter management organizations.

Sec. 1802. Support Responsibility. The Administrator of General Services shall develop plans to assist Federal departments and agencies in operation and maintenance of essential automated information processing facilities during national security emergencies.

PART 19—National Aeronautics and Space Administration

Sec. 1901. Lead Responsibility. In addition to the applicable responsibilities covered in Parts 1 and 2, the Administrator of the National Aeronautics and Space Administration shall coordinate with the Secretary of Defense to prepare for the use, maintenance, and development of technologically advanced aerospace and aeronautical-related systems, equipment, and methodologies applicable to national security emergencies.

PART 20—National Archives and Records Administration

Sec. 2001. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Archivist of the United States shall:

(1) Develop procedures for publication during national security emergencies of the Federal Register for as broad public dissemination as is practicable of presidential proclamations and Executive orders, Federal administrative regulations, Federal emergency notices and actions, and Acts of Congress;

(2) Develop emergency procedures for providing instructions and advice on the handling and preservation of records critical to the operation of the Federal Government in national security emergencies.

PART 21—Nuclear Regulatory Commission

Sec. 2101. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Members of the Nuclear Regulatory Commission shall:

(1) Promote the development and maintenance of national security emergency preparedness programs through security and safeguards programs by licensed facilities and activities;

(2) Develop plans to suspend any licenses granted by the Commission: to order the operations of any facility licensed under Section 103 or 104; Atomic Energy Act of 1954, as amended (42 U.S.C. 2133 or 2134); to order the entry into any plant or facility in order to recapture special nuclear material as determined under Subsection (3) below; and operate such facilities;

(3) Recapture or authorize recapture of special nuclear materials from licensees where necessary to assure the use, preservation, or safeguarding of such materials for the common defense and security, as determined by the Commission or as requested by the Secretary of Energy.

Sec. 2102. Support Responsibilities. The Members of the Nuclear Regulatory Commission shall:

(1) Assist the Secretary of Energy in assessing damage to Commission-licensed facilities, identifying useable facilities, and estimating the time and actions necessary to restart inoperative facilities;

(2) Provide advice and technical assistance to Federal, State, and local officials and private sector organizations regarding radiation hazards and protective actions in national security emergencies.

PART 22—Office of Personnel Management

Sec. 2201. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Director of the Office of Personnel Management shall:

- (1) Prepare plans to administer the Federal civilian personnel system in national security emergencies, including plans and procedures for the rapid mobilization and reduction of an emergency Federal workforce;
- (2) Develop national security emergency work force policies for Federal civilian personnel;
- (3) Develop plans to accommodate the surge of Federal personnel security background and pre-employment investigations during national security emergencies.

Sec. 2202. *Support Responsibilities.* The Director of the Office of Personnel Management shall:

- (1) Assist the heads of other Federal departments and agencies with personnel management and staffing in national security emergencies, including facilitating transfers between agencies of employees with critical skills;
- (2) In consultation with the Secretary of Defense and the Director of Selective Service, develop plans and procedures for a system to control any conscription of Federal civilian employees during national security emergencies.

PART 23—Selective Service System

Sec. 2301. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Director of Selective Service shall:

- (1) Develop plans to provide by induction, as authorized by law, personnel that would be required by the armed forces during national security emergencies;
- (2) Develop plans for implementing an alternative service program.

PART 24—Tennessee Valley Authority

Sec. 2401. *Lead Responsibility.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Board of Directors of the Tennessee Valley Authority shall develop plans and maintain river control operations for the prevention or control of floods affecting the Tennessee River System during national security emergencies.

Sec. 2402. *Support Responsibilities.* The Board of Directors of the Tennessee Valley Authority shall:

- (1) Assist the Secretary of Energy in the development of plans for the integration of the Tennessee Valley Authority power system into nationwide national security emergency programs;
- (2) Assist the Secretaries of Defense, Interior, and Transportation and the Chairman of the Interstate Commerce Commission in the development of plans for operation and maintenance of inland waterway transportation in the Tennessee River System during national security emergencies.

PART 25—United States Information Agency

Sec. 2501. *Lead Responsibilities.* In addition to the applicable responsibilities covered in Parts 1 and 2, the Director of the United States Information Agency shall:

- (1) Plan for the implementation of information programs to promote an understanding abroad of the status of national security emergencies within the United States;

(2) In coordination with the Secretary of State's exercise of telecommunications functions affecting United States diplomatic missions and consular offices overseas, maintain the capability to provide television and simultaneous direct radio broadcasting in major languages to all areas of the world, and the capability to provide wireless file to all United States embassies during national security emergencies.

Sec. 2502. Support Responsibility. The Director of the United States Information Agency shall assist the heads of other Federal departments and agencies in planning for the use of media resources and foreign public information programs during national security emergencies.

PART 26—United States Postal Service

Sec. 2601. Lead Responsibility. In addition to the applicable responsibilities covered in Parts 1 and 2, the Postmaster General shall prepare plans and programs to provide essential postal services during national security emergencies.

Sec. 2602. Support Responsibilities. The Postmaster General shall:

- (1) Develop plans to assist the Attorney General of the United States in the registration of nationals of enemy countries residing in the United States;
- (2) Develop plans to assist the Secretary of Health and Human Services in registering displaced persons and families;
- (3) Develop plans to assist the heads of other Federal departments and agencies in locating and leasing privately owned property for Federal use during national security emergencies.

PART 27—Veterans' Administration

Sec. 2701. Lead Responsibilities. In addition to the applicable responsibilities covered in Parts 1 and 2, the Administrator of Veterans' Affairs shall:

- (1) Develop plans for provision of emergency health care services to veteran beneficiaries in Veterans' Administration medical facilities, to active duty military personnel and, as resources permit, to civilians in communities affected by national security emergencies;
- (2) Develop plans for mortuary services for eligible veterans, and advise on methods for interment of the dead during national security emergencies.

Sec. 2702. Support Responsibilities. The Administrator of Veterans' Affairs shall:

- (1) Assist the Secretary of Health and Human Services in promoting the development of State and local plans for the provision of medical services in national security emergencies, and develop appropriate plans to support such State and local plans;
- (2) Assist the Secretary of Health and Human Services in developing national plans to mobilize the health care industry and medical resources during national security emergencies;
- (3) Assist the Secretary of Health and Human Services in developing national plans to set priorities and allocate medical resources among civilian and military claimants.

PART 28—Office of Management and Budget

Sec. 2801. In addition to the applicable responsibilities covered in Parts 1 and 2, the Director of the Office of Management and Budget shall prepare plans and programs to maintain its functions during national security emergencies. In connection with these functions, the Director of the Office of Management and Budget shall:

- (1) Develop plans to ensure the preparation, clearance, and coordination of proposed Executive orders and proclamations;

(2) Prepare plans to ensure the preparation, supervision, and control of the budget and the formulation of the fiscal program of the Government:

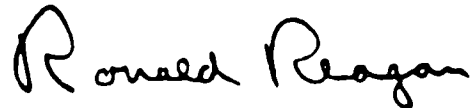
(3) Develop plans to coordinate and communicate Executive branch views to the Congress regarding legislation and testimony by Executive branch officials:

(4) Develop plans for keeping the President informed of the activities of government agencies, continuing the Office of Management and Budget's management functions, and maintaining presidential supervision and direction with respect to legislation and regulations in national security emergencies.

PART 29—General

Sec. 2901. Executive Order Nos. 10421 and 11490, as amended, are hereby revoked. This Order shall be effective immediately.

THE WHITE HOUSE,
November 18, 1988.

A handwritten signature in dark ink, reading "Ronald Reagan". The signature is written in a cursive style with a large, stylized "R" at the beginning.

APPENDIX C

NCS MEMBER ORGANIZATIONS

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NCS MEMBER ORGANIZATIONS

Department of State

Department of the Treasury

Department of Defense

Department of Justice

Department of the Interior

United States Department of Agriculture

Department of Commerce

Department of Health and Human Services

Department of Transportation

Department of Energy

Department of Veterans Affairs

Central Intelligence Agency

Joint Staff

General Services Administration

United States Information Agency

National Aeronautics and Space Administration

Federal Emergency Management Agency

Federal Communications Commission

Nuclear Regulatory Commission

United States Postal Service

Federal Reserve Board

National Security Agency

National Telecommunications and Information Administration

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APPENDIX D

GLOSSARY OF TERMS

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GLOSSARY OF TERMS

Cellular Radio—a mobile communications system based on a blend of radio transmission and telephone switching that permits telephone communications to and from mobile users within a defined area.

Connectivity—the condition whereby at least minimal communications between two identified communication entities is possible.

Electronic Data Interchange (EDI)—the exchange of standard formatted data between computer application systems via a transmission medium.

Electronic Mail (E-mail)—an electronic means for communicating information (primarily text) by a method of sending, storing, processing, and retrieving the information. This allows users to communicate under specified conditions.

Gateway—in a communications network, one of the network nodes equipped for interfacing with a network using different protocols.

Hardness—pertaining to that condition of a facility with protective features that have been designed to allow the facility to withstand an explosion, a natural disaster, or ionizing radiation.

High Frequency—frequencies from 3 megahertz (MHz) to 30 MHz.

Implementation Costs—costs incurred after contract award and prior to achievement of operational capability.

Information Transfer—the process of moving messages containing user information from a source to a sink.

Interface—a boundary or point common to two or more systems or other entities across which useful information flow takes place.

Interoperability—the ability to exchange data in a prescribed manner and the processing of such data to extract intelligible information which can be used to control/coordinate operations.

National Emergency—any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

NS/EP Telecommunications—telecommunication services which are used to maintain a state of readiness or to respond to and manage any event or crisis (local, national, or international) which causes or could cause injury or harm to the population, damage to or loss of property, or degrades or threatens the NS/EP posture of the United States.

NS/EP Users—consists of those Federal government officials who have identified NS/EP responsibilities.

Open System—a system whose characteristics comply with specified, publicly maintained, readily available standards and that therefore can be connected to other systems that comply with these same standards.

Pre-implementation Costs—costs incurred prior to award of a contract leading to an operational capability.

Protocol—a set of semantic and syntactic rules that determines the behavior of functional units in achieving communication.

Redundancy—in a communications system, surplus capability usually provided to improve the reliability and quality of service.

Security—the condition achieved when designated information, material, personnel, activities, and installations are protected against espionage, sabotage, subversion and terrorism, as well as against loss or unauthorized disclosure.

Standard—guideline documentation that reflects agreements on products, practices, or operations by nationally or internationally recognized industrial, professional, trade associations, or governmental bodies.

Telecommunications Architecture—within a telecommunications system, the overall plan governing the capabilities of functional elements and their interaction, including configuration, integration, standardization, life-cycle management, and definition of protocol specifications, among these elements.

NATIONAL COMMUNICATIONS SYSTEM
Washington, DC 20305-2010

NCS DIRECTIVE 2-1

PLANS, PROGRAMS, AND FISCAL MANAGEMENT
National Security Emergency Preparedness (NSEP) Telecommunications
Planning Process

1. Purpose. This directive establishes the interagency process by which unified planning is conducted within the National Communications System (NCS) to ensure the coordinated development of a responsive and survivable national telecommunications infrastructure to meet the NSEP telecommunications needs of the Federal government.
2. Applicability. This directive is binding upon the Executive Agent, NCS; Manager, NCS; NCS Committee of Principals and Member Organizations; and other affected Executive entities.
3. Authority. This directive is issued under the provisions of Executive Order (E.O.) No. 12472, "Assignment of National Security and Emergency Preparedness Telecommunications," April 3, 1984, 49 Federal Register 13471 (1984) and NCS Directive (NCSD) No. 1-1, "National Communications System (NCS) Issuance System," November 30, 1987.
4. References.
 - a. E.O. 12472, "Assignment of National Security and Emergency Preparedness Telecommunications Functions," April 3, 1984, 49 Federal Register 13471 (1984).
 - b. NCS Directive 2-2, "National Level NSEP Telecommunications Program (NLP) Funding," November 30, 1987.
 - c. "National Security Emergency Preparedness (NSEP) Telecommunications Planning Process," March 27, 1986, NCS 326/8.
 - d. White House Memorandum, "National Communications System (NSEP) Telecommunications Planning Process," October 11, 1986, (Appendix).
5. Cancellation. NCS Memorandum No. 2-69, "Interim Procedures for Application of Planning - Programming - Budgeting System (PPBS) Features in the NCS Planning Process," October 31, 1969, is hereby cancelled.

6. Definitions.

a. The National Level NSEP Telecommunications Program (NLP). Those NSEP telecommunications programs benefiting multiple departments and agencies that are to be undertaken within the NCS structure, and the accompanying provisions for their shared funding and implementation.

b. Capability Objectives. That key Planning Process element which defines the set of capabilities needed to meet the NSEP telecommunication requirements of the Federal government.

c. Deficiencies and Priorities. That key Planing Process element which identifies shortcomings or shortfalls in existing capabilities that inhibit or preclude the satisfaction of Federal NSEP telecommunications requirements.

d. Candidate Initiatives. That key Planning Process element which describes actions selected to mitigate identified deficiencies and achieve the overall enhancement of NSEP telecommunications capabilities.

e. Evolutionary NSEP Telecommunications Architecture. That Planning Process element which describes the overall structure of telecommunications capabilities and resources to support Federal government NSEP requirements and the framework for the design, evaluation, and integration of NSEP telecommunications initiatives.

7. Policy. The mission of the NCS is to assist the President, the National Security Council (NSC), the Director of the Office of Science and Technology Policy (OSTP), and the Director of the Office of Management and Budget (OMB) in the exercise of the telecommunications functions and responsibilities assigned to them by E.O. 12472, and to coordinate the planning for and provision of NSEP telecommunications for the Federal government under all circumstances, including crisis or emergency, attack, recovery, and reconstitution.

a. To support the performance of this mission, a unified planning process for NSEP telecommunications will be implemented to:

(1) Establish, on an evolutionary basis, a NSEP telecommunications planning mechanism that facilitates the integration of Federal government, commercial/private sector, and State/local government activities and capabilities;

(2) Define the capabilities required to support NSEP telecommunications needs;

(3) Identify a set of feasible near- and long-term national level NSEP telecommunications initiatives for the achievement of those capabilities; and

(4) Develop, and provide for the effective implementation of, approved national level NSEP telecommunications programs.

b. These planning functions will be carried out within the framework of an overall process involving the design and maintenance of an evolutionary NSEP telecommunications architecture, and the annual development, documentation, review, and approval of capability objectives, deficiencies and priorities, candidate initiatives, and a National Level Program.

8. Responsibilities.

a. Executive Office of the President (EOP).

(1) Within the EOP, the NSC, in conjunction with OSTP and OMB, will:

(a) Provide overall policy and program direction for NSEP telecommunications planning;

(b) Provide, after appropriate consultation with the Director of Central Intelligence and the Attorney General, a definition of the threat for planning purposes;

(c) Review and validate Capability Objectives;

(d) Review and provide program planning guidance to the NCS regarding Deficiencies and Priorities and Candidate Initiatives; and

(e) Provide direction for the implementation of the National Level Program.

(2) In addition, the OSTP will also:

(a) Provide recommendations regarding, and the results of, tests, exercises, and evaluations;

(b) Provide recommendations relating to the enhancement of plans and procedures for the management of Federal telecommunications resources in crises or emergencies.

(3) As provided for in E.O. 12472, OMB, "... will, in conjunction with the National Security Council, provide general guidelines and procedures for reviewing the financing of the NCS within the budgetary process and for preparation of budget estimates by participating organizations. These guidelines and procedures may provide for mechanisms for funding, through the budget review process, NSEP telecommunications initiatives which benefit multiple departments and agencies."

(4) The NSC, OSTP, OMB and the Executive Agent, NCS, will:

(a) Review and approve or modify the proposed National Level Program developed by the NCS.

b. The Executive Agent, NCS, will:

- (1) Provide direction for the conduct of NSEP telecommunications planning activities and serve as the principal interface between the NCS and the EOP;
- (2) Review the Capability Objectives, Deficiencies and Priorities, Candidate Initiatives, and the proposed National Level Program and forward them, with NCS COP and Executive Agent recommendations, for the consideration of the EOP;
- (3) Transmit NSEP Telecommunications planning guidance and direction received from the EOP to the Manager, NCS; and
- (4) Oversee the overall planning activities of the NCS.

c. Individual NCS member organizations* will:

- (1) Identify their essential emergency functions (EEFs) and NSEP telecommunications needs and requirements;
- (2) Describe initiatives being implemented within their organizations to improve NSEP telecommunications capabilities;
- (3) Provide any information** regarding their telecommunications operating systems, networks, facilities, plans, and procedures that is required for effective NSEP telecommunications planning; and
- (4) Recommend and provide budget estimates for candidate national level NSEP telecommunications initiatives.

*Certain NCS member organizations are also assigned special telecommunications planning responsibilities within the Federal Government, e.g., spectrum planning, telecommunications security and protection, and diplomatic and intelligence communications planning. These organizations will work with the Manager, NCS, to assure that their special areas of responsibility are reflected in the National Level Program to the maximum extent practicable. For example, FEMA will ensure that State/local NSEP telecommunications concerns, activities, and capabilities are considered, to the maximum extent practicable, within the Planning Process.

**Such information from NCS member organizations will be provided to the extent permitted by law and regulation, and with due regard for the need to protect classified or otherwise sensitive national security or intelligence information.

d. The NCS Committee of Principals (COP) will:

(1) Review, consider, and provide recommendations regarding NSEP Telecommunications Requirements, Capability Objectives, Deficiencies and Priorities, Candidate Initiatives, and the proposed National Level Program to the Executive Agent and the EOP;

(2) Assist in the coordination of NSEP telecommunications planning activities with other related planning activities and processes; and

(3) Serve as forum for the evaluation of the National Level Program and assessment of the effectiveness of the NSEP Telecommunications Planning Process.

e. The Manager, NCS, will:

(1) Ensure the annual development and documentation for NSEP Telecommunications Planning Process elements based upon NSEP telecommunications requirements and threat and policy guidance provided by the EOP;

(2) Develop, for consideration by the NCS COP, the Capability Objectives, Deficiencies and Priorities, and Candidate Initiatives and forward them for the consideration of the Executive Agent and the EOP;

(3) Provide annually a proposed National Level Program for the consideration of the NCS COP and the Executive Agent;

(4) Design and maintain the evolutionary NSEP Telecommunications Architecture;

(5) Coordinate planning activities within the NCS structure and provide staff support and technical assistance for the overall planning effort; and

(6) Obtain the NSEP telecommunications recommendations of the U.S. telecommunications industry through the National Security Telecommunications Advisory Committee (NSTAC).

9. Procedures.

a. Key NSEP Telecommunications Planning Process elements will be developed and considered on an annual basis as follows:

(1) Capability Objectives will be presented for NCS COP consideration by the Manager, NCS; forwarded with NCS COP recommendations to the Executive Agent, NCS; and transmitted with NCS COP and Executive Agent recommendations to the NSC, OSTP, and OMB for validation.

(2) Deficiencies and Priorities will be presented to the NCS COP by the Manager, NCS; forwarded with NCS COP recommendations to the Executive Agent, NCS; and transmitted with NCS COP and Executive Agent recommendations to the NSC, OSTP, and OMB for information and reference.

(3) Candidate Initiatives will be presented to the NCS COP by the Manager, NCS; forwarded with NCS COP recommendations to the Executive Agent, NCS, OSTP, and OMB for information and reference.

(4) A proposed National Level Program will be presented for NCS COP consideration in March by the Manager, NCS; forwarded with NCS COP recommendations to the Executive Agent, NCS; and transmitter with NCS and Executive Agent recommendations to the NSC, OSTP, and OMB for review in May.

b. Preparation of the final National Level Program completes the annual planning cycle. However, it does not complete the budgetary cycle, which continues until budget requests are submitted to OMB for inclusion in the President's Budget. It is anticipated that, following consideration and approval of the National Level Program by the EOP, approved recommendations will be provided to OMB and the NCS member organizations for use in preparation of the President's Budget.

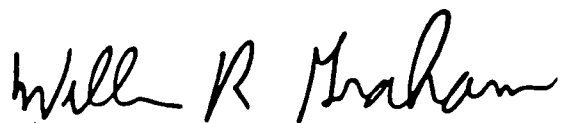
c. As necessary, the EOP will also provide specific program funding and budgetary guidance to the NCS member organizations for the development of NSEP telecommunications budget requests.

10. Authorizing Provision. NCS manuals implementing this directive are authorized.

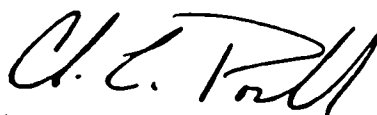
11. Effective Date. This directive is effective immediately.

12. Expiration. This directive will remain in effect until superseded or cancelled.

Appendix:
White House Memorandum,
October 1, 1986


Director
Office of Science and Technology Policy
Date: January 27, 1989


Director
Office of Management and Budget
Date: JAN 20 1989


Assistant to the President
for National Security Affairs
Date: 19 JAN 89

Summary of Changes: Initial Publication

September 30, 1988

NCSD 2-1

APPENDIX: WHITE HOUSE MEMORANDUM

THE WHITE HOUSE

WASHINGTON

SYSTEM II
90699

October 11, 1986

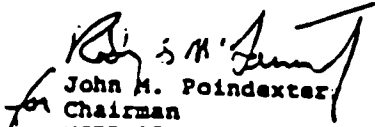
MEMORANDUM FOR THE HONORABLE CASPAR W. WEINBERGER
Executive Agent, NCS

SUBJECT: National Communications System NSEP
Telecommunications Planning Process

The National Security Emergency Preparedness (NSEP) Telecommunications Planning Process has been reviewed by the NSDD-97 Steering Group. It is approved for use by the National Communications System (NCS) in developing the FY 89 and subsequent National Level Programs, subject to the revisions noted in the enclosure. Those revisions will ensure that the Planning Process is consistent with the Office of Management and Budget responsibilities specified in Executive Order 12472, NSDD-97, and NSDD-201.

The Planning Process should now be embodied on a priority basis in the necessary issuances (e.g., NCS Directive and/or Manual) under the forthcoming NCS Issuance System.

The NCS Committee of Principals and the Office of the Manager, NCS, are commended for their diligent efforts to complete the Planning Process. Transition to its full implementation should proceed as rapidly as feasible.


John M. Poindexter
Chairman
NSDD-97 Steering Group

Attachment
NSEP Telecommunications Planning
Process w/Revisions

cc: Manager, NCS (w/o attachment)

HSDD-97 STEERING GROUP REVISIONS
TO THE
NSEP TELECOMMUNICATIONS PLANNING PROCESS

Revision Number 1: Page 25, paragraph 3.3.4., line 10, delete the word "funding."

Revision Number 2: Page 39, Figure 7, the May reference to "National Level Program Decision" by the Executive Office of the President should read "National Level Program Review."

Revision Number 3: Page 42, first full paragraph, third sentence should be revised to read:

"It is anticipated that, following consideration and approval of a National Level Program by the EOP, approved recommendations will be provided to OMB and the NCS member organizations for use in preparation of the President's budget."

Revision No. 4: Page 42, first full paragraph after the revised third sentence, add:

"As necessary, the EOP will also provide specific Program funding and budgetary guidance to the NCS member organizations for the development of NSEP telecommunications budget requests."

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20508

Kelly Copy
0491
Redo

January 21, 1994

ACTION

MEMORANDUM FOR WILLIAM H. ITOH

THROUGH: ROBERT G. BELL *RB*

FROM: STEVEN P. ANDREASEN *SPA*

SUBJECT: Message from the President to the Conference on
Disarmament

The attached memorandum to Marsha Scott requests approval of a message from the President to the Conference on Disarmament (CD). The message would be delivered by ACDA Director Holum at the CD's opening session on January 25.

RECOMMENDATION

That you approve the attached memorandum to Marsha Scott.

Approve_____ Disapprove_____

Attachment

Tab I Memorandum to Marsha Scott

Tab A Message from the President

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20508

ACTION

MEMORANDUM FOR MARSHA SCOTT

FROM: WILLIAM H. ITOH

SUBJECT: Message from the President to the Conference on
Disarmament

The attached message from the President to the Conference on Disarmament (CD) would be delivered by ACDA Director Holum to the CD at its opening session on January 25.

Please contact me immediately upon approval.

RECOMMENDATION

That you approve the attached message from the President to the CD.

Approve_____ Disapprove_____

Attachment

Tab A Message from the President

MESSAGE FROM THE PRESIDENT TO THE CONFERENCE ON DISARMAMENT

The end of the Cold War, regional instabilities and the growing threat of the proliferation of nuclear weapons have created new and compelling circumstances to make progress in disarmament. Accordingly, I decided last July to extend the moratorium on United States nuclear weapon tests and committed the U.S. to achieving a Comprehensive Test Ban Treaty. At the same time, I called on the other nuclear weapon states to observe a testing moratorium, and do so again today.

The Conference on Disarmament has several important items on its agenda as the 1994 session begins, including transparency in armaments, and it may assume others, such as a ban on fissile material production for nuclear explosives purposes. None is more important than the negotiation of a comprehensive and verifiable ban on nuclear explosions. This objective -- so long sought, so long elusive -- is the Conference's top priority. It reflects our common desire to take decisive action to support and supplement the global nuclear nonproliferation regime, and to constrain further the acquisition and development of nuclear weapons.

Rest assured that with my full authority, Ambassador Ledogar and the U.S. Delegation will join with you in taking bold steps towards a world made safer through the negotiation of a Comprehensive Test Ban Treaty that will strengthen the security of all nations at the earliest possible time.