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273

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
252097	MINUTES	EMPB, 11TH BOARD MEETING R 12/12/2000 MJD P5 REVIEW PROJECT	6	11/30/1983	P5
252098	BRIEFING	AUTOMATED INFORMATION PROCESSING R 12/12/2000 MJD P5 REVIEW PROJECT	21	11/30/1983	P5
252099	LIST	ATTENDANCE, PARTIAL PAR 8/5/2000 F96-115, #14, CAS	1	11/30/1983	B3
252100	MINUTES	DUPLICATE OF #252097 R 12/12/2000 P5 REVIEW PROJECT	6	11/30/1983	P5
252101	BRIEFING	DUPLICATE OF #252098 R 12/12/2000 P5 REVIEW PROJECT	21	11/30/1983	P5
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THE DEPUTY SECRETARY OF STATE
WASHINGTON

November 30, 1983

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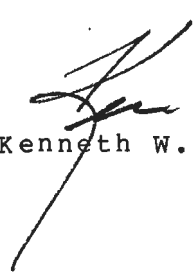
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Dear Bud:

Under Secretary Ronald I. Spiers will be the Department's alternate member on the Emergency Mobilization Preparedness Board (EMPB), replacing Jerome Van Gorkom. He will have much of the responsibility in this area and normally will represent us at the EMPB meetings. I will continue to be the Department's EMPB member.

You may be assured that the Department will continue to cooperate fully in this important program.

Sincerely,


Kenneth W. Dam

The Honorable
Robert C. McFarlane,
Assistant to the President for
National Security Affairs,
The White House.

NSC# 8308702

NSC/S PROFILE

UNCLASSIFIED

ID 8308702

RECEIVED 01 DEC 83 13

TO

MCFARLANE

FROM DAM, K

DOCDATE 30 NOV 83

KEYWORDS . EMERGENCY PREPARED"S

SPIERS, R

SUBJECT: APPT OF SPIERS AS ALTERNATE MEMBER ON THE EMPB

ACTION: FOR RECORD PURPOSES

DUE:

STATUS C

FILES WH

FOR ACTION

FOR CONCURRENCE

FOR INFO

RUSSELL

NORTH

LEVINE

DEGRAFFENREID

MARTIN

COMMENTS

REF#

LOG

NSCIFID

(CB CB)

ACTION OFFICER (S)

ASSIGNED

ACTION REQUIRED

DUE

COPIES TO

DISPATCH

W/ATTCH FILE





EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

Am I on this board?

193577PD

FG378

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FG006-07

DEC 23 1983

MEMORANDUM FOR: BOARD MEMBERS

FROM: Fred J. Villella
Executive Secretary

John R. Hilley II, for

SUBJECT: Approval of Eleventh Board Meeting Minutes

Attached are the minutes of the Eleventh Board meeting held on November 30, 1983.

The minutes were approved by the Chairman on December 16, 1983.

Attachment

cc: Working Group Chairmen
Liaison Officers
Points of Contact

*Filed by Office of Policy
Development, Mr. [unclear]
notes if he is on this board*

FOR OFFICIAL USE ONLY

Eleventh Board Meeting
November 30, 1983
Minutes

Classified material has been deleted.

Chairman McFarlane opened the meeting by welcoming the members and observing that this was the first time he had met with them as Chairman of the Board. He stated that he was not a stranger to emergency preparedness, however, in that he had been involved with such planning for 15 years. He indicated that he had the pleasure of working in the area when General Lincoln was head of the Office of Emergency Preparedness.

The Chairman emphasized that emergency preparedness is a matter of deep and abiding interest to both him and the President, and that the President looks to the Board, together with FEMA and its Director, Mr. Giuffrida, for translating a very good Plan of Action into procedures to make emergency management a reality. He indicated that there are enormous challenges in the areas of resources and manpower, among others facing the agencies. He observed, however, that compared to three years ago, he has a sense of confidence that progress is being made toward translating a very solid planning framework into action. In this connection, he suggested that the members again review the National Plan of Action to ascertain that their agencies are following through on their respective milestones, and requested that any intractable problems be brought to his attention. He advised of his intention to take a very active role in the Board, and indicated that he would work to bring influence to bear in helping the agencies fulfill their responsibilities mandated by the Plan.

The Chairman welcomed two new members to the Board, Mr. John O'Shaughnessy from HHS and Mr. Philip Abrams from HUD. He then introduced Mr. Fred Villella, the newly appointed Executive Deputy Director of FEMA, and Executive Secretary of the Board, and requested that he continue the meeting according to the agenda.

Executive Secretary Villella began his remarks by summarizing changes to the Plan of Action which had been proposed subsequent to the last meeting and distributed to the members by memorandum from the Executive Secretary, dated November 18, 1983. Copies of the summary sheet were also distributed at the meeting. In reviewing the proposed changes, he advised that: the Health Working Group had proposed two new milestones for its Threats to Public Health measure and had requested six month extensions to four others; the Economic Stabilization and Public Finance Working Group had requested changes in eight milestones, involving primarily the extension of completion dates; the Military Mobilization Working Group requested the addition of two new milestones; the Government Operations Working Group requested amendments to clarify the development of Federal Preparedness Circulars; and the Earthquakes Working Group, having been transferred recently from OSTP to FEMA, had requested changes to eighteen milestones.

Observing that the Plan is a dynamic document which is intended to be revised and reissued on a quarterly basis, Mr. Villella asked for any comments or objections to the changes proposed for the next revision. Hearing no objections, he advised that the Plan, as revised, was approved effective November 30, and that the third version of the document would be published in approximately two weeks.

Continuing the meeting, Mr. Villella recapped the current status of the milestones. He advised that, except for one deliverable, all milestones were completed for the first reporting period. He indicated that the one outstanding deliverable deals with the clearance of Executive Order 11490 which details the emergency mobilization preparedness responsibilities of departments and agencies. OMB has now indicated that it should be cleared by the end of December. To recap the progress to date, he advised that, of the 227 milestones which were scheduled for completion by the end of FY 83, 220 had been completed and only seven remain incomplete. He commented that this was a truly significant achievement and recommended that the Chairman provide a favorable report to the President.

Mr. Villella then gave an update on some significant actions that have taken place since the Board last met. He advised that a series of Federal Preparedness Circulars is being published to assist in developing emergency policies and plans, and to provide guidance to State and local jurisdictions.

He also advised that although the Federal Reserve Board (FRB) is not an Executive Branch agency, it has taken an active interest in the activities of the EMPB. The FRB recently requested a briefing on the Board and its activities which was presented by the Director of Secretariat Operations. The FRB currently chairs a subgroup of the Economic Stabilization and Public Finance Working Group, concerned with the protection of financial records and telecommunications, the gold stock, and supplies of currency and coin.

As a third matter of interest which occurred subsequent to the previous meeting, Mr. Villella observed that National Security Decision Directive 97 was published on August 8, 1983. He advised that the Directive recognizes the critical need for coordination of national security/emergency preparedness (NS/EP) telecommunications planning to support national leadership requirements. As a result, the NSDD-97 Steering Group approved expansion of the National Communications System (NCS) to include participation by several other agencies having NS/EP operational and policy management roles and responsibilities. He informed the members that this expanded NCS will also function as the Emergency Communications Working Group of this Board.

In reviewing the status of two items that were left from the last Board meeting, Mr. Villella reported that the Defense Production Act extension had been passed as a rider to the Supplemental Appropriations Act. The extension is to March 31, 1984, retroactive to October 1, 1983. The Chairman added that thanks should go to Senator Garn who was responsible in large part for passage of the extension.

A second item involved briefings at the last Board meeting by representatives of the Health Working Group from HHS and the Veterans Administration, concerning the delay in implementing the National Disaster Medical System (NDMS). The briefings ended on the note that there were legislative impediments to full participation by the VA and that Board resolution would probably be necessary.

Mr. Villella advised that attempts to gain resolution had been made with limited progress. He indicated that he anticipated solutions to the remaining problems could be presented at this meeting, but such was not the case. He informed the members that it appeared an interagency task group, composed of HHS, DOD, FEMA and VA, would be convened to work out the remaining problems. He stated that the Secretariat will do everything in its power to address the problem. He suggested that if the situation could not be resolved among the concerned agencies, the Secretariat would prepare a paper apprising the members of the alternatives so that the issue could be developed for presentation to the Board and ultimately to the National Security Council for resolution.

Mr. Villella then introduced Mr. Stephen S. Trott, the Assistant Attorney General, Criminal Division, Department of Justice, and the Chairman of the Law Enforcement and Public Safety Working Group (LEPSWG), who gave a presentation on the Emergency Law Enforcement Resources Survey. Copies of the survey were distributed at the meeting.

Mr. Trott pointed out that in mid-October the LEPSWG sent the survey to approximately 130 Federal agencies having identifiable law enforcement missions. The survey is the first stage of a LEPSWG analysis of Federal law enforcement preparedness for severe regional and national emergencies. He advised that the second stage will involve comparison of the resources identified through the survey with anticipated law enforcement requirements in various emergency scenarios.

Questions in the survey deal with agency mission, personnel, unique skills, equipment (including vehicles, weapons, and radios), information systems, training programs, and emergency plans. Mr. Trott advised that, while many investigative agencies have reported that their headquarters offices were unable to complete the survey without consultation with field offices, there has been support for the concept of bringing this information together. In fact, several agencies have begun to use their own survey responses for other purposes, such as budget submissions and internal planning.

By December 31, 1984, the LEPSWG will have completed and forwarded to appropriate agencies, an analysis of Federal law enforcement preparedness proposals for individual enforcement agency action in the future. Mr. Trott pointed out that the proposals would be general in nature, advising some agencies of what others have accomplished in particular preparedness areas and encouraging them to do likewise. For instance, he expressed the hope that agencies without emergency plans for such basic functions as relocating large groups of people or coordinating emergency responses with State and local authorities, would initiate such planning efforts as a result of the LEPSWG reports due by the end of 1984.

Mr. Trott related the following additional points concerning the survey: The Department of Defense resources are being surveyed by the Military Mobilization Working Group and were therefore omitted; the primary purpose of the survey is to provide data necessary to perform the resources analysis tasks assigned to the LEPSWG in the National Plan of Action; the survey data might also be used in mobilization exercises and for research purposes; it is envisioned that response data will be stored initially on FBI secure automated data processing facilities; and requests for access to the data should be sent to him (Mr. Trott).

In closing, Mr. Trott requested that each of the members review the recipient agency list (distributed at the meeting) and advise him if any agencies having an identifiable domestic law enforcement mission have been omitted. He also stated that he would appreciate support for the prompt completion of the survey by those member agencies who have not yet responded.

In the ensuing discussion, Mr. Giuffrida asked whether the survey was designed to identify National Guardsmen and military Reservists who would not be available to perform their regular duties in the event of mobilization. He indicated that he knew this to be a problem at the State level, and suggested that it should be taken into account at the Federal level as well.

Mr. Jeffrey Fogel of the Justice EMPB Support Group indicated that this matter had been discussed early in the development of the survey, and it was determined that there were no means within the agencies to readily identify Guardsmen or Reservists. Consequently, it was concluded by the Resources Subworking Group that for the purposes of analysis, such personnel would be determined by estimation, probably utilizing a smaller sample survey. Mr. Trott indicated, however, that this warranted additional consideration by the Working Group.

Introducing the next agenda item, Mr. Villella gave a brief history of the National Security Telecommunications Advisory Committee (NSTAC). He pointed out that NSTAC grew out of the initiatives of PD-53 and is a continuation of the Administration's commitment to enhance national security telecommunications capabilities and to establish public and private partnerships to achieve national goals. The basic function of the NSTAC is to bring to the President the expertise and insight available within industry and to apply this insight to the implementation of NSDD-97 (mentioned previously). He pointed out that, similar to the Board effort, the working level task groups of the NSTAC undertake much of the actual study and are staffed by senior level executives of the industries represented on that body.

He then introduced Mr. E. C. Caldwell, Director of Systems Architecture for the IBM Corporation, and Chairman of the NSTAC Task Force on Automated Information Processing (AIP), who presented a briefing on his Group's work to date.

Mr. Caldwell's presentation, which is summarized in the attached slides, included: a definition of AIP and its resources; a national issue concerning

the survivability of AIP following a period of national crisis; a background of the AIP Task Force and its findings; NSTAC recommendations to the President; the conclusions that AIP vulnerability is a national security issue, that the problem is tractable but will require a long term (5-10 or more years) for solution and requires joint action by government and industry.

During the ensuing discussion, Dr. Ikle, the DOD representative, asked if the Task Force had considered some type of action to assist those entities in the public or private sector who volunteer to improve their systems in the short term.

Mr. Caldwell responded that, at this point, there is neither a central repository of information nor an organization that could set the guidelines for systems survivability. As the initial step, the data that is now known and understood about AIP survivability, and the current work in that area, could be assembled in one place. Access to this might encourage the planners to incorporate survivability, at marginal cost, into systems now in the planning stages. Resources are simply not available to undertake a gross overhaul of all critical AIP systems. Standards must first be developed and both regulatory implementation and legislation will be required.

The Chairman expressed his appreciation to Mr. Caldwell for his presentation and observed that the Task Force was engaged in very important and useful work. He indicated that he would be meeting on December 2, 1983, with the Chairman of NSTAC at which time he expected to discuss this and the other issues the Committee is considering.

Mr. Villella then introduced the Proposed Emergency Preparedness Program/Budget Tracking System. He called attention to the background paper which had been distributed at the meeting and emphasized that agency comments on the System, as described therein, were requested by January 9, 1984. He then asked Gen. Russell, of the NSC, to comment on the proposed System.

Gen. Russell stated that the members should consider the package illustrative of a system which could be used by policymakers to track the resources devoted by their agencies to emergency preparedness. He indicated that, at present, there is no institutionalized means to identify the resources devoted to emergency preparedness within the Executive Branch. He requested that the members, in reviewing the proposal, provide frank and honest comments, good or bad.

Mr. Villella stated that any questions that might arise during review of the proposal should be directed to Mr. Jack Lilley, Director of Secretariat Operations.

In closing the meeting, Chairman McFarlane again thanked the members and extended his appreciation to the Secretariat Staff for the effort put into preparing the meeting and the reports. Noting that a good deal of work

had been accomplished by the Board, he once again encouraged the members to provide their thoughts as to any areas in which he might be helpful to their agencies. He stated that he looked forward to another meeting next quarter, or sooner if problems arise requiring the attention of the Board.

The meeting was adjourned at 5:00 p.m. Attendance list is attached.

Attachments

AUTOMATED INFORMATION PROCESSING (AIP)

ISSUE FOR

NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE (NSTAC)

NOVEMBER 30, 1983
E. C. CALDWELL
NSTAC AIP TASK FORCE

Attachment

NSTAC AIP TASK FORCE

- o ESTABLISHED SPRING 1983 TO
 - FOCUS AIP ISSUE
 - RECOMMEND HOW TO ADDRESS ISSUE
- o TASK FORCE REPORT-JUNE 1983
 - TASK FORCE RECOMMENDATIONS ADOPTED BY NSTAC-JULY 1983

NSTAC AIP TASK FORCE

GOOD MORNING, LADIES AND GENTLEMEN.

IN RESPONSE TO THE DECEMBER 1982 NSTAC PRINCIPALS TASKING, WE ESTABLISHED A TASK FORCE WHICH WAS GIVEN THE JOB OF FOCUSING THE AIP ISSUE FOR TELECOMMUNICATIONS SYSTEMS SURVIVABILITY AND RECOMMENDING HOW THE ISSUE SHOULD BE ADDRESSED. AS TASK FORCE LEADER, I AM HERE TODAY TO BRIEF YOU ON THE WORK OF THE TASK FORCE AND ITS RECOMMENDATIONS.

NATIONAL ISSUE

SURVIVABLE AND SUSTAINED OPERATION OF AIP NECESSARY TO NATIONAL SECURITY/EMERGENCY
PREPAREDNESS FUNCTIONS FOLLOWING A NATIONAL CRISIS.

A. PRIVATE SECTOR

1. TELECOMMUNICATIONS
2. POWER GENERATION
3. TRANSPORTATION

.
.
.

N. BANKING

B. PUBLIC SECTOR

1. PRESIDENTIAL DECISION SUPPORT
2. INTELLIGENCE

.
.
.

N. FEDERAL RESERVE

NATIONAL ISSUE

WE DEFINED THE AIP ISSUE IN TERMS OF NATIONAL CONSIDERATIONS AND IN TERMS OF NSTAC RELATIONSHIPS. FIRST, FROM INDUSTRY'S PERSPECTIVE, IT IS CLEAR THAT THE PRIVATE SECTOR MUST PLAY A MAJOR ROLE IN THE SURVIVAL AND SUSTAINMENT OF OPERATIONS WHICH SUPPORT FUNCTIONS CRITICAL TO NS/EP. THEREFORE, WE SAW THE NEED TO FOCUS ON FUNCTIONS OF BOTH THE PRIVATE AND PUBLIC SECTORS. ALMOST EVERY ONE OF THESE PRIVATE SECTORS LISTED HAVE OPERATIONS WHICH ARE CRITICALLY DEPENDENT ON AIP. NO RANKING IS IMPLIED BY THE ORDER AND THE LIST IS CERTAINLY NOT COMPLETE, BUT MEANT TO ILLUSTRATE THE EXISTENCE OF BREADTH OF SCOPE FOR NS/EP DEPENDENCIES. TELECOMMUNICATIONS, WHILE KEY, IS BUT ONE OF MANY PRIVATE SECTOR FUNCTIONS THAT MUST BE SUPPORTED.

THE TASK FORCE WOULD INCLUDE DOD FUNCTIONS IN THE LIST OF PUBLIC SECTOR TASKS BUT WOULD EXCLUDE AIP EMBEDDED IN WEAPONS SYSTEMS.

IT QUICKLY BECAME APPARENT THAT ANY SUSTAINED OPERATIONS OF THE TELECOMMUNICATIONS SYSTEM WILL REQUIRE THE SUPPORT OF OTHER PRIVATE AND PUBLIC SECTORS. SIMILARLY MOST OF THEM ARE DEPENDENT ON TELECOMMUNICATIONS. STATED SIMPLY, "THERE ARE NO ISLANDS OF SELF-SUFFICIENCY" IF OUR SOCIETAL STANDARDS ARE TO APPLY TO ANY EXTENT.

AIP DEFINITION

0 AIP IS THE

- COLLECTION
- STORAGE
- MANIPULATION
- PRESENTATION
- DISTRIBUTION

OF DATA PRIMARILY BY MACHINES TO SUPPORT DECISIONS AND OPERATIONS.

0 AIP RESOURCES INCLUDE

- COMPUTER PROCESSING
- SYSTEMS AND APPLICATION PROGRAMS
- DATA BASES
- PROCEDURES
- HUMAN RESOURCES

AIP DEFINITION

TO ASSURE WE HAVE A COMMON UNDERSTANDING OF WHAT IS MEANT BY AUTOMATED INFORMATION PROCESSING, LET'S DEFINE OUR TERMS.

AS WE USED IT, AIP IS A FUNCTION INVOLVING THE COLLECTION, STORAGE, ETC., OF DATA TO SUPPORT SOME HIGHER LEVEL ACTIVITY.

THE RESOURCES ESPECIALLY SENSITIVE IN THE NS/EP CONTEXT, ARE THE PEOPLE REQUIRED TO CONDUCT AIP OPERATIONS AND THE PROCEDURES WHICH WOULD PERMIT TRANSPORTABILITY OF AIP DATA BASES AND FUNCTIONS. LATER WE WILL DISCUSS THE DEVELOPMENT OF AN AIP INFRASTRUCTURE. THE FIVE TYPES OF RESOURCES SHOWN ALL ARE IMPORTANT INGREDIENTS OF THE INFRASTRUCTURE, NOT EQUIPMENT ONLY. THE ADDITIONAL INFRASTRUCTURE ELEMENT NOT SHOWN IS A MANAGEMENT CAPABILITY TO HARNESS THESE RESOURCES DURING TIME OF CRISIS.

TASK FORCE FINDINGS

NSTAC AIP ISSUE STRUCTURE

AIP TYPES

TYPE 1: EMBEDDED IN
AND CO-LOCATED WITH
TELECOMMUNICATIONS

TYPE 2: TELECOMMUNICATIONS
OPERATIONAL SUPPORT

TYPE 3: NATIONAL SECURITY/EMERGENCY
PREPAREDNESS (NS/EP) SUPPORT

AIP CHARACTERISTICS

SPECIAL PURPOSE
AIP INTEGRAL TO
TELECOMMUNICATIONS

GENERAL PURPOSE
AIP: COMMON
CHARACTERISTICS

TASK FORCE FINDINGS

NOW TO OUR FINDINGS.

THE FULL REPORT OF THE TASK FORCE DESCRIBES THE TASK FORCE FINDINGS SIGNIFICANT TO NSTAC. THIS AND THE FOLLOWING CHARTS HIGHLIGHT A FEW KEY POINTS.

FOR THE CONTEXT OF NSTAC, THREE TYPES OF AIP WERE IDENTIFIED:

- TYPE 1: AIP EMBEDDED IN AND CO-LOCATED WITH TELECOMMUNICATIONS, SUCH AS CONTROLLERS AND SWITCHING PROCESSORS;
- TYPE 2: AIP FOR TELECOMMUNICATIONS OPERATIONAL SUPPORT, SUCH AS DATA BASES FOR CONFIGURATION MANAGEMENT AND RESTORAL ACTIVITY; THIS AREA HAS PROVED TO BE A KEY ISSUE.
- TYPE 3: OTHER AIP FOR NS/EP SUPPORT IN GENERAL, SUCH AS CRITICAL SUPPORT FOR TRANSPORTATION AND HEALTH SERVICES.

TYPE 1 AIP IS SPECIAL-PURPOSE COMPUTING EQUIPMENT AND IS AN INTEGRAL PART OF THE TELECOMMUNICATIONS FACILITY. MUST BE COLOCATED. TYPES 2 AND 3 USE GENERAL PURPOSE COMPUTING RESOURCES AND THE TWO TYPES HAVE COMMON CHARACTERISTICS FOR AIP SURVIVABILITY. TYPE 2 CAN OPERATE ANYWHERE IN THE WORLD TO WHICH CONNECTIVITY CAN BE ESTABLISHED. REQUIREMENTS FOR SURVIVABILITY OF TYPE 2 EQUIPMENT AND RESTORATION OF THE FUNCTIONS WHICH THEY SUPPORT CAN BE EXPECTED TO APPLY TO TYPE 3 AIP AS WELL.

TASK FORCE FINDINGS
(CONTINUED)

- o NATION'S TELECOMMUNICATIONS SYSTEM DEPENDS ON AIP AND IS VULNERABLE DUE TO THAT DEPENDENCE
 - HUNDREDS OF COMPUTER SYSTEM APPLICATIONS INVOLVED
- o SOME AIP ASSETS ARE OR CAN BE MADE SURVIVABLE

TASK FORCE FINDINGS
(CONTINUED)

ALL MAJOR ELEMENTS OF THE TELECOMMUNICATIONS SYSTEM, THE SYSTEM AS A WHOLE, ARE EITHER CONTROLLED DIRECTLY BY COMPUTER-BASED FACILITIES OR ELSE ARE DEPENDENT ON COMPUTER-BASED INFORMATION FOR SUSTAINED OPERATIONS OR RESTORAL. THE NATIONAL SYSTEM AS WE KNOW IT SIMPLY CANNOT FUNCTION IN A MEANINGFUL WAY WITHOUT THE AVAILABILITY OF AIP.

OUR PRELIMINARY REVIEW INDICATES THAT SOME AIP COULD SURVIVE OR BE MADE SURVIVABLE. I WILL ILLUSTRATE THIS ON THE NEXT CHART.

HYPOTHETICAL BLAST, THERMAL AND FALLOUT AREAS
ON CONUS FROM COUNTER MILITARY ATTACK

HYPOTHETICAL BLAST AND THERMAL EFFECTS ON CONUS FROM COUNTER MILITARY ATTACK

THIS CHART IS AN EXAMPLE OF THE POTENTIAL DISTRIBUTION OF RESOURCES THAT MIGHT SURVIVE AFTER AN ATTACK ON KEY MILITARY TARGETS. THERMAL OR BLAST AND FALLOUT EFFECTS ARE TAKEN INTO ACCOUNT. THE CHART SHOWS THAT A SUBSTANTIAL PERCENTAGE OF EQUIPMENT RESOURCES MIGHT SURVIVE AS INDICATED BY THE SHADED AREAS.

WE ALSO ASSESSED THE POTENTIAL EMPACT OF EMP. THIS PROBLEM IS PERVASIVE ACROSS THE ENTIRE CONTINENTAL U.S. AND MUST BE ADDRESSED AS A SPECIAL CONSIDERATION APART FROM BLAST AND FALLOUT EFFECT.

THIS RESULT MAY FULLY DESCRIBE OF THE NATIONAL DISTRIBUTION OF DATA PROCESSING GENERALLY SINCE IT IS MADE UP OF INFORMATION FROM THE TASK FORCE COMPANIES ONLY AND THE TARGETING IS HYPOTHETICAL. WE DO BELIEVE IT IS REPRESENTATIVE, HOWEVER.

TASK FORCE FINDINGS
(CONCLUDED)

- o SURVIVABLE AND USABLE AIP INFRASTRUCTURE REQUIRES
 - ARCHITECTURE (STANDARDS AND POLICY)
 - MANAGEMENT (PROCESS AND AUTHORITY)
- o JOINT GOVERNMENT AND PRIVATE SECTOR NS/EP EFFORTS ARE REQUIRED
 - PRIORITIES
 - EXPERTISE

TASK FORCE FINDINGS
(CONCLUDED)

BUT I WANT TO EMPHASIZE THAT IN ORDER TO ENSURE A SURVIVABLE AIP INFRASTRUCTURE THAT CAN BE USED IN AN EMERGENCY WE MUST HAVE:

- O AN ARCHITECTURE THAT INCLUDES DISPERSED, COMPATIBLE RESOURCES; PORTABLE APPLICATIONS; FLEXIBLE CONNECTIVITY BETWEEN RESOURCES;
- O AN EMERGENCY MANAGEMENT CAPABILITY FOR AIP IS NEEDED TO PLAN FOR AND CONTROL THE USE OF RESIDUAL ASSETS AND A PROCESS FOR ASSURING THE SUPPORT OF THE NECESSARY AIP PROFESSIONALS.

EMERGENCY MOBILIZATION PREPAREDNESS POLICY EMPHASIZES A PARTNERSHIP BETWEEN ALL LEVELS OF GOVERNMENT (FEDERAL, STATE AND LOCAL) AND WITH THE PRIVATE SECTOR. HOWEVER, MOST GOVERNMENT EFFORTS TO DATE ARE FOCUSED PRINCIPALLY ON PUBLIC SECTOR INITIATIVES.

WE FIND IT NECESSARY THAT THE PRIVATE SECTOR INTERFACES AND FUNCTIONS BE CONSIDERED ON A BASIS EQUIVALENT TO THAT OF THE PUBLIC SECTOR ELSE THE GOVERNMENT FUNCTIONS WILL TERMINATE WITH THE INABILITY OF THE PRIVATE SECTOR TO RESPOND.

THE GOVERNMENT MUST TAKE THE LEAD IN ESTABLISHING PRIORITIES OF MAJOR FUNCTIONS, BUT INDUSTRY MUST PROVIDE THEIR EXPERTISE IN DEFINING HOW THESE FUNCTIONS CAN BE PERFORMED. INDUSTRY GENERALLY IS AT A LOW STATE OF AWARENESS OF THE SIGNIFICANCE OF OUR AIP DEPENDENCIES.

NSTAC RECOMMENDATIONS TO PRESIDENT

-JULY 1983-

- o GOVERNMENT WITH INDUSTRY IDENTIFY ESSENTIAL NS/EP FUNCTIONS AND THEIR DEPENDENCE ON AIP
- o GOVERNMENT
 - DEFINE TIME-PHASED PRIORITIES FOR THESE FUNCTIONS
 - ESTABLISH CENTRAL MANAGEMENT ENTITY TO COORDINATE NS/EP AIP
 - ENSURE CENTRAL MANAGEMENT ENTITY HAS NECESSARY AUTHORITY TO IMPLEMENT SURVIVABLE AND USABLE AIP INFRASTRUCTURE

NSTAC RECOMMENDATIONS TO THE PRESIDENT
-JULY 1983-

THE RECOMMENDATIONS SUMMARIZED ON THIS CHART WERE TRANSMITTED TO THE PRESIDENT BY MR. RAND ARASKOG, CEO OF ITT AND CHAIRMAN OF THE NSTAC FOLLOWING THE JULY 1983 MEETING.

WE BELIEVE THAT THESE ISSUES TRANSCEND ANY INDIVIDUAL DEPARTMENT OR AGENCY AND REQUIRE A BROADLY REPRESENTATIVE APPROACH. EMPB'S INVOLVEMENT IN THE AIP ISSUE NOW ASSIGNED TO THE GOVERNMENT OPERATIONS COMMITTEE HAS THE POTENTIAL FOR BEING AN EFFECTIVE METHOD FOR OBTAINING THAT BROAD PARTICIPATION AND RESOLUTION.

JUST TO EXPAND THE LAST POINT FOR CLAIRITY--THE GOVERNMENT'S AUTHORITY TO ACQUIRE PLANNING INFORMATION AND CONTROL RESOURCE ALLOCATIONS IN A EMERGENCY ARE MUCH LESS CLEAR FOR AIP THAN FOR TELECOMMUNICATIONS. THERE IS NO PARALLEL TO THE TELECOMMUNICATIONS ACT OF 1934 FOR THIS NEW FIELD.

NSTAC CHARGES FOR AIP TASK FORCE

-JULY 1983-

- o DEVELOP STRATEGY FOR SURVIVABLE TELECOMMUNICATIONS OPERATIONAL SUPPORT AIP
- o TAKE INDUSTRY LEADERSHIP IN DEVELOPING RECOMMENDATIONS ON AIP IN SUPPORT OF NS/EP IN GENERAL

NSTAC CHARGES FOR AIP TASK FORCE

-JULY 1983-

WE ARE CONTINUING TO DEFINE THE TELECOMMUNICATIONS SYSTEMS INTERDEPENDENCY WITH AIP.

CURRENT EFFORTS ARE DIRECTED TOWARD DEFINING OPERATIONAL SUPPORT FUNCTIONS,
CHARACTERIZING THE SYSTEMS INVOLVED, ASSESSING THEIR CRITICALITY AND
IDENTIFYING SURVIVABILITY DEFICIENCIES.

WE WILL DOCUMENT THESE RESULTS IN AN INTERIM REPORT NEXT SPRING WITH AN FINAL REPORT
IDENTIFYING INITIATIVES TO REDUCE TELECOMMUNICATION VULNERABILITIES PLANNED FOR NEXT
FALL.

WE ALSO PLAN TO RECOMMEND APPROACHES TO EVOLVE A NATIONAL NS/EP INFRASTRUCTURE IN
THE FALL REPORT.

CONCLUDING REMARKS

- o AIP VULNERABILITY IS NATIONAL SECURITY ISSUE
- o PROBLEM TRACTABLE BUT REQUIRES LONG TERM (5-10 AND MORE YEARS) FOR SOLUTION
- o PROBLEM REQUIRES JOINT ACTION BY GOVERNMENT AND INDUSTRY

CONCLUDING REMARKS

WE BELIEVE THAT THE AIP ISSUE IS TRULY SIGNIFICANT AND BROADLY DISTRIBUTED. AIP RESOURCES ARE AS UBIQUITOUS IN OUR LIVES AS THE COMMON TELECOMMUNICATIONS INSTRUMENTS. NO REVERSION TO A "MANUAL MODE" IS OR WILL BE POSSIBLE IN A NATIONAL EMERGENCY SINCE SOME SKILLS ARE BEING REDUCED AND SYSTEMS ARE BEING DEVELOPED BASED ON COMPUTER CONTROL AND OPERATION. SYSTEM PROCESSES ARE IN THEMSELVES TRANSFORMED AS AIP IS INSERTED.

FORTUNATELY, WE UNDERSTAND MANY OF THE MEASURES WHICH WILL ENHANCE OUR AIP SURVIVABILITY. IMPLEMENTING THEM WILL REQUIRE A SIGNIFICANT PERIOD. DUE TO THE FUNDING AND SHEER QUANTITY OF DATA PROCESSING PROFESSIONALS INVOLVED, A CRASH PROGRAM IS NOT FEASIBLE. GIVEN APPROPRIATE AWARENESS, GUIDELINES AND MOTIVATION, HOWEVER, MANY OF THE IMPROVEMENTS CAN BE IMPLEMENTED WITH A SMALL MARGINAL COST AS NEW SYSTEMS ARE DEVELOPED AND OLDER ONES UPGRADED.

FINALLY, THE ISSUE AFFECTS US ALL AND REQUIRES A COORDINATED APPROACH FOR RESOLUTION. GOVERNMENT MUST TAKE THE LEAD IN ACTIVATING BOTH THEMSELVES AND INDUSTRY TO ADDRESS THE ISSUE.

THANK YOU.

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252099	LIST ATTENDANCE, PARTIAL	1	11/30/1983	B3

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- B-1 National security classified information [(b)(1) of the FOIA]
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EMERGENCY MOBILIZATION PREPAREDNESS BOARD
 ELEVENTH BOARD MEETING
 OLD EXECUTIVE OFFICE BUILDING
 INDIAN TREATY ROOM 474
 NOVEMBER 30, 1983 - 4:00-4:50 P.M.

ATTENDANCE

Robert C. McFarlane	Assistant to the President for National Security Affairs
(ALT) Ronald Spiers	Department of State
(ALT) Robert J. McBrien	Department of the Treasury
Fred C. Ikle	Department of Defense
(ALT) Stephen Trott	Department of Justice
(ALT) John Morgan	Department of the Interior
(ALT) Raymond D. Lett	Department of Agriculture
Lionel H. Olmer	Department of Commerce
Ford B. Ford	Department of Labor
John O'Shaughnessy	Department of Health and Human Services
Philip Abrams	Department of Housing and Urban Development
Raymond A. Karam	Department of Transportation
(ALT) Earl Gjelde	Department of Energy
James E. Jenkins	Office of the Counsellor to the President
(ALT) Constance Horner	Office of Management and Budget
(ALT) [REDACTED]	Central Intelligence Agency
John A. Svahn	Office of Policy Development
(ALT) Horace Russell	National Security Council Staff
(ALT) William J. Cowhill	Organization of the Joint Chiefs of Staff
(ALT) Maurice A. Roesch, III	Office of Science and Technology Policy
Louis O. Giuffrida	Federal Emergency Management Agency
Donald J. Devine	Office of Personnel Management
Fred J. Villella	Executive Secretary



EMERGENCY MOBILIZATION PREPAREDNESS BOARD
Washington, D.C. 20472

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MEMORANDUM FOR: BOARD MEMBERS

FROM:

Fred J. Villella
Executive Secretary

John R. Willey II, for

SUBJECT:

Approval of Eleventh Board Meeting Minutes

Attached are the minutes of the Eleventh Board meeting held on November 30, 1983.

The minutes were approved by the Chairman on December 16, 1983.

Attachment

cc: Working Group Chairmen
Liaison Officers
Points of Contact

FOR OFFICIAL USE ONLY

Eleventh Board Meeting
November 30, 1983
Minutes

Classified material has been deleted.

Chairman McFarlane opened the meeting by welcoming the members and observing that this was the first time he had met with them as Chairman of the Board. He stated that he was not a stranger to emergency preparedness, however, in that he had been involved with such planning for 15 years. He indicated that he had the pleasure of working in the area when General Lincoln was head of the Office of Emergency Preparedness.

The Chairman emphasized that emergency preparedness is a matter of deep and abiding interest to both him and the President, and that the President looks to the Board, together with FEMA and its Director, Mr. Giuffrida, for translating a very good Plan of Action into procedures to make emergency management a reality. He indicated that there are enormous challenges in the areas of resources and manpower, among others facing the agencies. He observed, however, that compared to three years ago, he has a sense of confidence that progress is being made toward translating a very solid planning framework into action. In this connection, he suggested that the members again review the National Plan of Action to ascertain that their agencies are following through on their respective milestones, and requested that any intractable problems be brought to his attention. He advised of his intention to take a very active role in the Board, and indicated that he would work to bring influence to bear in helping the agencies fulfill their responsibilities mandated by the Plan.

The Chairman welcomed two new members to the Board, Mr. John O'Shaughnessy from HHS and Mr. Philip Abrams from HUD. He then introduced Mr. Fred Villella, the newly appointed Executive Deputy Director of FEMA, and Executive Secretary of the Board, and requested that he continue the meeting according to the agenda.

Executive Secretary Villella began his remarks by summarizing changes to the Plan of Action which had been proposed subsequent to the last meeting and distributed to the members by memorandum from the Executive Secretary, dated November 18, 1983. Copies of the summary sheet were also distributed at the meeting. In reviewing the proposed changes, he advised that: the Health Working Group had proposed two new milestones for its Threats to Public Health measure and had requested six month extensions to four others; the Economic Stabilization and Public Finance Working Group had requested changes in eight milestones, involving primarily the extension of completion dates; the Military Mobilization Working Group requested the addition of two new milestones; the Government Operations Working Group requested amendments to clarify the development of Federal Preparedness Circulars; and the Earthquakes Working Group, having been transferred recently from OSTP to FEMA, had requested changes to eighteen milestones.

Observing that the Plan is a dynamic document which is intended to be revised and reissued on a quarterly basis, Mr. Villella asked for any comments or objections to the changes proposed for the next revision. Hearing no objections, he advised that the Plan, as revised, was approved effective November 30, and that the third version of the document would be published in approximately two weeks.

Continuing the meeting, Mr. Villella recapped the current status of the milestones. He advised that, except for one deliverable, all milestones were completed for the first reporting period. He indicated that the one outstanding deliverable deals with the clearance of Executive Order 11490 which details the emergency mobilization preparedness responsibilities of departments and agencies. OMB has now indicated that it should be cleared by the end of December. To recap the progress to date, he advised that, of the 227 milestones which were scheduled for completion by the end of FY 83, 220 had been completed and only seven remain incomplete. He commented that this was a truly significant achievement and recommended that the Chairman provide a favorable report to the President.

Mr. Villella then gave an update on some significant actions that have taken place since the Board last met. He advised that a series of Federal Preparedness Circulars is being published to assist in developing emergency policies and plans, and to provide guidance to State and local jurisdictions.

He also advised that although the Federal Reserve Board (FRB) is not an Executive Branch agency, it has taken an active interest in the activities of the EMPB. The FRB recently requested a briefing on the Board and its activities which was presented by the Director of Secretariat Operations. The FRB currently chairs a subgroup of the Economic Stabilization and Public Finance Working Group, concerned with the protection of financial records and telecommunications, the gold stock, and supplies of currency and coin.

As a third matter of interest which occurred subsequent to the previous meeting, Mr. Villella observed that National Security Decision Directive 97 was published on August 8, 1983. He advised that the Directive recognizes the critical need for coordination of national security/emergency preparedness (NS/EP) telecommunications planning to support national leadership requirements. As a result, the NSDD-97 Steering Group approved expansion of the National Communications System (NCS) to include participation by several other agencies having NS/EP operational and policy management roles and responsibilities. He informed the members that this expanded NCS will also function as the Emergency Communications Working Group of this Board.

In reviewing the status of two items that were left from the last Board meeting, Mr. Villella reported that the Defense Production Act extension had been passed as a rider to the Supplemental Appropriations Act. The extension is to March 31, 1984, retroactive to October 1, 1983. The Chairman added that thanks should go to Senator Garn who was responsible in large part for passage of the extension.

A second item involved briefings at the last Board meeting by representatives of the Health Working Group from HHS and the Veterans Administration, concerning the delay in implementing the National Disaster Medical System (NDMS). The briefings ended on the note that there were legislative impediments to full participation by the VA and that Board resolution would probably be necessary.

Mr. Villella advised that attempts to gain resolution had been made with limited progress. He indicated that he anticipated solutions to the remaining problems could be presented at this meeting, but such was not the case. He informed the members that it appeared an interagency task group, composed of HHS, DOD, FEMA and VA, would be convened to work out the remaining problems. He stated that the Secretariat will do everything in its power to address the problem. He suggested that if the situation could not be resolved among the concerned agencies, the Secretariat would prepare a paper apprising the members of the alternatives so that the issue could be developed for presentation to the Board and ultimately to the National Security Council for resolution.

Mr. Villella then introduced Mr. Stephen S. Trott, the Assistant Attorney General, Criminal Division, Department of Justice, and the Chairman of the Law Enforcement and Public Safety Working Group (LEPSWG), who gave a presentation on the Emergency Law Enforcement Resources Survey. Copies of the survey were distributed at the meeting.

Mr. Trott pointed out that in mid-October the LEPSWG sent the survey to approximately 130 Federal agencies having identifiable law enforcement missions. The survey is the first stage of a LEPSWG analysis of Federal law enforcement preparedness for severe regional and national emergencies. He advised that the second stage will involve comparison of the resources identified through the survey with anticipated law enforcement requirements in various emergency scenarios.

Questions in the survey deal with agency mission, personnel, unique skills, equipment (including vehicles, weapons, and radios), information systems, training programs, and emergency plans. Mr. Trott advised that, while many investigative agencies have reported that their headquarters offices were unable to complete the survey without consultation with field offices, there has been support for the concept of bringing this information together. In fact, several agencies have begun to use their own survey responses for other purposes, such as budget submissions and internal planning.

By December 31, 1984, the LEPSWG will have completed and forwarded to appropriate agencies, an analysis of Federal law enforcement preparedness proposals for individual enforcement agency action in the future. Mr. Trott pointed out that the proposals would be general in nature, advising some agencies of what others have accomplished in particular preparedness areas and encouraging them to do likewise. For instance, he expressed the hope that agencies without emergency plans for such basic functions as relocating large groups of people or coordinating emergency responses with State and local authorities, would initiate such planning efforts as a result of the LEPSWG reports due by the end of 1984.

Mr. Trott related the following additional points concerning the survey: The Department of Defense resources are being surveyed by the Military Mobilization Working Group and were therefore omitted; the primary purpose of the survey is to provide data necessary to perform the resources analysis tasks assigned to the LEPSWG in the National Plan of Action; the survey data might also be used in mobilization exercises and for research purposes; it is envisioned that response data will be stored initially on FBI secure automated data processing facilities; and requests for access to the data should be sent to him (Mr. Trott).

In closing, Mr. Trott requested that each of the members review the recipient agency list (distributed at the meeting) and advise him if any agencies having an identifiable domestic law enforcement mission have been omitted. He also stated that he would appreciate support for the prompt completion of the survey by those member agencies who have not yet responded.

In the ensuing discussion, Mr. Giuffrida asked whether the survey was designed to identify National Guardsmen and military Reservists who would not be available to perform their regular duties in the event of mobilization. He indicated that he knew this to be a problem at the State level, and suggested that it should be taken into account at the Federal level as well.

Mr. Jeffrey Fogel of the Justice EMPB Support Group indicated that this matter had been discussed early in the development of the survey, and it was determined that there were no means within the agencies to readily identify Guardsmen or Reservists. Consequently, it was concluded by the Resources Subworking Group that for the purposes of analysis, such personnel would be determined by estimation, probably utilizing a smaller sample survey. Mr. Trott indicated, however, that this warranted additional consideration by the Working Group.

Introducing the next agenda item, Mr. Villella gave a brief history of the National Security Telecommunications Advisory Committee (NSTAC). He pointed out that NSTAC grew out of the initiatives of PD-53 and is a continuation of the Administration's commitment to enhance national security telecommunications capabilities and to establish public and private partnerships to achieve national goals. The basic function of the NSTAC is to bring to the President the expertise and insight available within industry and to apply this insight to the implementation of NSDD-97 (mentioned previously). He pointed out that, similar to the Board effort, the working level task groups of the NSTAC undertake much of the actual study and are staffed by senior level executives of the industries represented on that body.

He then introduced Mr. E. C. Caldwell, Director of Systems Architecture for the IBM Corporation, and Chairman of the NSTAC Task Force on Automated Information Processing (AIP), who presented a briefing on his Group's work to date.

Mr. Caldwell's presentation, which is summarized in the attached slides, included: a definition of AIP and its resources; a national issue concerning

the survivability of AIP following a period of national crisis; a background of the AIP Task Force and its findings; NSTAC recommendations to the President; the conclusions that AIP vulnerability is a national security issue, that the problem is tractable but will require a long term (5-10 or more years) for solution and requires joint action by government and industry.

During the ensuing discussion, Dr. Ikle, the DOD representative, asked if the Task Force had considered some type of action to assist those entities in the public or private sector who volunteer to improve their systems in the short term.

Mr. Caldwell responded that, at this point, there is neither a central repository of information nor an organization that could set the guidelines for systems survivability. As the initial step, the data that is now known and understood about AIP survivability, and the current work in that area, could be assembled in one place. Access to this might encourage the planners to incorporate survivability, at marginal cost, into systems now in the planning stages. Resources are simply not available to undertake a gross overhaul of all critical AIP systems. Standards must first be developed and both regulatory implementation and legislation will be required.

The Chairman expressed his appreciation to Mr. Caldwell for his presentation and observed that the Task Force was engaged in very important and useful work. He indicated that he would be meeting on December 2, 1983, with the Chairman of NSTAC at which time he expected to discuss this and the other issues the Committee is considering.

Mr. Villella then introduced the Proposed Emergency Preparedness Program/Budget Tracking System. He called attention to the background paper which had been distributed at the meeting and emphasized that agency comments on the System, as described therein, were requested by January 9, 1984. He then asked Gen. Russell, of the NSC, to comment on the proposed System.

Gen. Russell stated that the members should consider the package illustrative of a system which could be used by policymakers to track the resources devoted by their agencies to emergency preparedness. He indicated that, at present, there is no institutionalized means to identify the resources devoted to emergency preparedness within the Executive Branch. He requested that the members, in reviewing the proposal, provide frank and honest comments, good or bad.

Mr. Villella stated that any questions that might arise during review of the proposal should be directed to Mr. Jack Lilley, Director of Secretariat Operations.

In closing the meeting, Chairman McFarlane again thanked the members and extended his appreciation to the Secretariat Staff for the effort put into preparing the meeting and the reports. Noting that a good deal of work

had been accomplished by the Board, he once again encouraged the members to provide their thoughts as to any areas in which he might be helpful to their agencies. He stated that he looked forward to another meeting next quarter, or sooner if problems arise requiring the attention of the Board.

The meeting was adjourned at 5:00 p.m. Attendance list is attached.

Attachments

AUTOMATED INFORMATION PROCESSING (AIP)

ISSUE FOR

NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE (NSTAC)

NOVEMBER 30, 1983
E. C. CALDWELL
NSTAC AIP TASK FORCE

Attachment

NSTAC AIP TASK FORCE

- o ESTABLISHED SPRING 1983 TO
 - FOCUS AIP ISSUE
 - RECOMMEND HOW TO ADDRESS ISSUE
- o TASK FORCE REPORT-JUNE 1983
 - TASK FORCE RECOMMENDATIONS ADOPTED BY NSTAC-JULY 1983

NSTAC AIP TASK FORCE

GOOD MORNING, LADIES AND GENTLEMEN.

IN RESPONSE TO THE DECEMBER 1982 NSTAC PRINCIPALS TASKING, WE ESTABLISHED A TASK FORCE WHICH WAS GIVEN THE JOB OF FOCUSING THE AIP ISSUE FOR TELECOMMUNICATIONS SYSTEMS SURVIVABILITY AND RECOMMENDING HOW THE ISSUE SHOULD BE ADDRESSED. AS TASK FORCE LEADER, I AM HERE TODAY TO BRIEF YOU ON THE WORK OF THE TASK FORCE AND ITS RECOMMENDATIONS.

NATIONAL ISSUE

SURVIVABLE AND SUSTAINED OPERATION OF AIP NECESSARY TO NATIONAL SECURITY/EMERGENCY
PREPAREDNESS FUNCTIONS FOLLOWING A NATIONAL CRISIS.

A. PRIVATE SECTOR

1. TELECOMMUNICATIONS
2. POWER GENERATION
3. TRANSPORTATION

.
.
.

N. BANKING

B. PUBLIC SECTOR

1. PRESIDENTIAL DECISION SUPPORT
2. INTELLIGENCE

.
.
.

N. FEDERAL RESERVE

NATIONAL ISSUE

WE DEFINED THE AIP ISSUE IN TERMS OF NATIONAL CONSIDERATIONS AND IN TERMS OF NSTAC RELATIONSHIPS. FIRST, FROM INDUSTRY'S PERSPECTIVE, IT IS CLEAR THAT THE PRIVATE SECTOR MUST PLAY A MAJOR ROLE IN THE SURVIVAL AND SUSTAINMENT OF OPERATIONS WHICH SUPPORT FUNCTIONS CRITICAL TO NS/EP. THEREFORE, WE SAW THE NEED TO FOCUS ON FUNCTIONS OF BOTH THE PRIVATE AND PUBLIC SECTORS. ALMOST EVERY ONE OF THESE PRIVATE SECTORS LISTED HAVE OPERATIONS WHICH ARE CRITICALLY DEPENDENT ON AIP. NO RANKING IS IMPLIED BY THE ORDER AND THE LIST IS CERTAINLY NOT COMPLETE, BUT MEANT TO ILLUSTRATE THE EXISTENCE OF BREADTH OF SCOPE FOR NS/EP DEPENDENCIES. TELECOMMUNICATIONS, WHILE KEY, IS BUT ONE OF MANY PRIVATE SECTOR FUNCTIONS THAT MUST BE SUPPORTED.

THE TASK FORCE WOULD INCLUDE DoD FUNCTIONS IN THE LIST OF PUBLIC SECTOR TASKS BUT WOULD EXCLUDE AIP EMBEDDED IN WEAPONS SYSTEMS.

IT QUICKLY BECAME APPARENT THAT ANY SUSTAINED OPERATIONS OF THE TELECOMMUNICATIONS SYSTEM WILL REQUIRE THE SUPPORT OF OTHER PRIVATE AND PUBLIC SECTORS. SIMILARLY MOST OF THEM ARE DEPENDENT ON TELECOMMUNICATIONS. STATED SIMPLY, "THERE ARE NO ISLANDS OF SELF-SUFFICIENCY" IF OUR SOCIETAL STANDARDS ARE TO APPLY TO ANY EXTENT.

AIP DEFINITION

0 AIP IS THE

- COLLECTION
- STORAGE
- MANIPULATION
- PRESENTATION
- DISTRIBUTION

OF DATA PRIMARILY BY MACHINES TO SUPPORT DECISIONS AND OPERATIONS.

0 AIP RESOURCES INCLUDE

- COMPUTER PROCESSING
- SYSTEMS AND APPLICATION PROGRAMS
- DATA BASES
- PROCEDURES
- HUMAN RESOURCES

AIP DEFINITION

TO ASSURE WE HAVE A COMMON UNDERSTANDING OF WHAT IS MEANT BY AUTOMATED INFORMATION PROCESSING, LET'S DEFINE OUR TERMS.

AS WE USED IT, AIP IS A FUNCTION INVOLVING THE COLLECTION, STORAGE, ETC., OF DATA TO SUPPORT SOME HIGHER LEVEL ACTIVITY.

THE RESOURCES ESPECIALLY SENSITIVE IN THE NS/EP CONTEXT, ARE THE PEOPLE REQUIRED TO CONDUCT AIP OPERATIONS AND THE PROCEDURES WHICH WOULD PERMIT TRANSPORTABILITY OF AIP DATA BASES AND FUNCTIONS. LATER WE WILL DISCUSS THE DEVELOPMENT OF AN AIP INFRASTRUCTURE. THE FIVE TYPES OF RESOURCES SHOWN ALL ARE IMPORTANT INGREDIENTS OF THE INFRASTRUCTURE, NOT EQUIPMENT ONLY. THE ADDITIONAL INFRASTRUCTURE ELEMENT NOT SHOWN IS A MANAGEMENT CAPABILITY TO HARNESS THESE RESOURCES DURING TIME OF CRISIS.

TASK FORCE FINDINGS

NSTAC AIP ISSUE STRUCTURE

AIP TYPES

TYPE 1: EMBEDDED IN
AND CO-LOCATED WITH
TELECOMMUNICATIONS

TYPE 2: TELECOMMUNICATIONS
OPERATIONAL SUPPORT

TYPE 3: NATIONAL SECURITY/EMERGENCY
PREPAREDNESS (NS/EP) SUPPORT

AIP CHARACTERISTICS

SPECIAL PURPOSE
AIP INTEGRAL TO
TELECOMMUNICATIONS

GENERAL PURPOSE
AIP: COMMON
CHARACTERISTICS

TASK FORCE FINDINGS

NOW TO OUR FINDINGS.

THE FULL REPORT OF THE TASK FORCE DESCRIBES THE TASK FORCE FINDINGS SIGNIFICANT TO NSTAC. THIS AND THE FOLLOWING CHARTS HIGHLIGHT A FEW KEY POINTS.

FOR THE CONTEXT OF NSTAC, THREE TYPES OF AIP WERE IDENTIFIED:

- TYPE 1: AIP EMBEDDED IN AND CO-LOCATED WITH TELECOMMUNICATIONS, SUCH AS CONTROLLERS AND SWITCHING PROCESSORS;
- TYPE 2: AIP FOR TELECOMMUNICATIONS OPERATIONAL SUPPORT, SUCH AS DATA BASES FOR CONFIGURATION MANAGEMENT AND RESTORAL ACTIVITY; THIS AREA HAS PROVED TO BE A KEY ISSUE.
- TYPE 3: OTHER AIP FOR NS/EP SUPPORT IN GENERAL, SUCH AS CRITICAL SUPPORT FOR TRANSPORTATION AND HEALTH SERVICES.

TYPE 1 AIP IS SPECIAL-PURPOSE COMPUTING EQUIPMENT AND IS AN INTEGRAL PART OF THE TELECOMMUNICATIONS FACILITY. MUST BE COLOCATED. TYPES 2 AND 3 USE GENERAL PURPOSE COMPUTING RESOURCES AND THE TWO TYPES HAVE COMMON CHARACTERISTICS FOR AIP SURVIVABILITY. TYPE 2 CAN OPERATE ANYWHERE IN THE WORLD TO WHICH CONNECTIVITY CAN BE ESTABLISHED. REQUIREMENTS FOR SURVIVABILITY OF TYPE 2 EQUIPMENT AND RESTORATION OF THE FUNCTIONS WHICH THEY SUPPORT CAN BE EXPECTED TO APPLY TO TYPE 3 AIP AS WELL.

TASK FORCE FINDINGS
(CONTINUED)

- o NATION'S TELECOMMUNICATIONS SYSTEM DEPENDS ON AIP AND IS VULNERABLE DUE TO THAT DEPENDENCE
 - HUNDREDS OF COMPUTER SYSTEM APPLICATIONS INVOLVED
- o SOME AIP ASSETS ARE OR CAN BE MADE SURVIVABLE

TASK FORCE FINDINGS
(CONTINUED)

ALL MAJOR ELEMENTS OF THE TELECOMMUNICATIONS SYSTEM, THE SYSTEM AS A WHOLE, ARE EITHER CONTROLLED DIRECTLY BY COMPUTER-BASED FACILITIES OR ELSE ARE DEPENDENT ON COMPUTER-BASED INFORMATION FOR SUSTAINED OPERATIONS OR RESTORAL. THE NATIONAL SYSTEM AS WE KNOW IT SIMPLY CANNOT FUNCTION IN A MEANINGFUL WAY WITHOUT THE AVAILABILITY OF AIP.

OUR PRELIMINARY REVIEW INDICATES THAT SOME AIP COULD SURVIVE OR BE MADE SURVIVABLE. I WILL ILLUSTRATE THIS ON THE NEXT CHART.

HYPOTHETICAL BLAST, THERMAL AND FALLOUT AREAS
ON CONUS FROM COUNTER MILITARY ATTACK

HYPOTHETICAL BLAST AND THERMAL EFFECTS ON CONUS FROM COUNTER MILITARY ATTACK

THIS CHART IS AN EXAMPLE OF THE POTENTIAL DISTRIBUTION OF RESOURCES THAT MIGHT SURVIVE AFTER AN ATTACK ON KEY MILITARY TARGETS. THERMAL OR BLAST AND FALLOUT EFFECTS ARE TAKEN INTO ACCOUNT. THE CHART SHOWS THAT A SUBSTANTIAL PERCENTAGE OF EQUIPMENT RESOURCES MIGHT SURVIVE AS INDICATED BY THE SHADED AREAS.

WE ALSO ASSESSED THE POTENTIAL EMPACT OF EMP. THIS PROBLEM IS PERVASIVE ACROSS THE ENTIRE CONTINENTAL U.S. AND MUST BE ADDRESSED AS A SPECIAL CONSIDERATION APART FROM BLAST AND FALLOUT EFFECT.

THIS RESULT MAY FULLY DESCRIBE OF THE NATIONAL DISTRIBUTION OF DATA PROCESSING GENERALLY SINCE IT IS MADE UP OF INFORMATION FROM THE TASK FORCE COMPANIES ONLY AND THE TARGETING IS HYPOTHETICAL. WE DO BELIEVE IT IS REPRESENTATIVE, HOWEVER.

TASK FORCE FINDINGS
(CONCLUDED)

- o SURVIVABLE AND USABLE AIP INFRASTRUCTURE REQUIRES
 - ARCHITECTURE (STANDARDS AND POLICY)
 - MANAGEMENT (PROCESS AND AUTHORITY)
- o JOINT GOVERNMENT AND PRIVATE SECTOR NS/EP EFFORTS ARE REQUIRED
 - PRIORITIES
 - EXPERTISE

TASK FORCE FINDINGS
(CONCLUDED)

BUT I WANT TO EMPHASIZE THAT IN ORDER TO ENSURE A SURVIVABLE AIP INFRASTRUCTURE THAT CAN BE USED IN AN EMERGENCY WE MUST HAVE:

- O AN ARCHITECTURE THAT INCLUDES DISPERSED, COMPATIBLE RESOURCES; PORTABLE APPLICATIONS; FLEXIBLE CONNECTIVITY BETWEEN RESOURCES;
- O AN EMERGENCY MANAGEMENT CAPABILITY FOR AIP IS NEEDED TO PLAN FOR AND CONTROL THE USE OF RESIDUAL ASSETS AND A PROCESS FOR ASSURING THE SUPPORT OF THE NECESSARY AIP PROFESSIONALS.

EMERGENCY MOBILIZATION PREPAREDNESS POLICY EMPHASIZES A PARTNERSHIP BETWEEN ALL LEVELS OF GOVERNMENT (FEDERAL, STATE AND LOCAL) AND WITH THE PRIVATE SECTOR. HOWEVER, MOST GOVERNMENT EFFORTS TO DATE ARE FOCUSED PRINCIPALLY ON PUBLIC SECTOR INITIATIVES.

WE FIND IT NECESSARY THAT THE PRIVATE SECTOR INTERFACES AND FUNCTIONS BE CONSIDERED ON A BASIS EQUIVALENT TO THAT OF THE PUBLIC SECTOR ELSE THE GOVERNMENT FUNCTIONS WILL TERMINATE WITH THE INABILITY OF THE PRIVATE SECTOR TO RESPOND.

THE GOVERNMENT MUST TAKE THE LEAD IN ESTABLISHING PRIORITIES OF MAJOR FUNCTIONS, BUT INDUSTRY MUST PROVIDE THEIR EXPERTISE IN DEFINING HOW THESE FUNCTIONS CAN BE PERFORMED. INDUSTRY GENERALLY IS AT A LOW STATE OF AWARENESS OF THE SIGNIFICANCE OF OUR AIP DEPENDENCIES.

NSTAC RECOMMENDATIONS TO PRESIDENT

-JULY 1983-

- o GOVERNMENT WITH INDUSTRY IDENTIFY ESSENTIAL NS/EP FUNCTIONS AND THEIR DEPENDENCE ON AIP
- o GOVERNMENT
 - DEFINE TIME-PHASED PRIORITIES FOR THESE FUNCTIONS
 - ESTABLISH CENTRAL MANAGEMENT ENTITY TO COORDINATE NS/EP AIP
 - ENSURE CENTRAL MANAGEMENT ENTITY HAS NECESSARY AUTHORITY TO IMPLEMENT SURVIVABLE AND USABLE AIP INFRASTRUCTURE

NSTAC RECOMMENDATIONS TO THE PRESIDENT
-JULY 1983-

THE RECOMMENDATIONS SUMMARIZED ON THIS CHART WERE TRANSMITTED TO THE PRESIDENT BY MR. RAND ARASKOG, CEO OF ITT AND CHAIRMAN OF THE NSTAC FOLLOWING THE JULY 1983 MEETING.

WE BELIEVE THAT THESE ISSUES TRANSCEND ANY INDIVIDUAL DEPARTMENT OR AGENCY AND REQUIRE A BROADLY REPRESENTATIVE APPROACH. EMPB'S INVOLVEMENT IN THE AIP ISSUE NOW ASSIGNED TO THE GOVERNMENT OPERATIONS COMMITTEE HAS THE POTENTIAL FOR BEING AN EFFECTIVE METHOD FOR OBTAINING THAT BROAD PARTICIPATION AND RESOLUTION.

JUST TO EXPAND THE LAST POINT FOR CLAIRITY--THE GOVERNMENT'S AUTHORITY TO ACQUIRE PLANNING INFORMATION AND CONTROL RESOURCE ALLOCATIONS IN A EMERGENCY ARE MUCH LESS CLEAR FOR AIP THAN FOR TELECOMMUNICATIONS. THERE IS NO PARALLEL TO THE TELECOMMUNICATIONS ACT OF 1934 FOR THIS NEW FIELD.

NSTAC CHARGES FOR AIP TASK FORCE
-JULY 1983-

- o DEVELOP STRATEGY FOR SURVIVABLE TELECOMMUNICATIONS OPERATIONAL SUPPORT AIP
- o TAKE INDUSTRY LEADERSHIP IN DEVELOPING RECOMMENDATIONS ON AIP IN SUPPORT OF NS/EP IN GENERAL

NSTAC CHARGES FOR AIP TASK FORCE

-JULY 1983-

WE ARE CONTINUING TO DEFINE THE TELECOMMUNICATIONS SYSTEMS INTERDEPENDENCY WITH AIP.

CURRENT EFFORTS ARE DIRECTED TOWARD DEFINING OPERATIONAL SUPPORT FUNCTIONS,
CHARACTERIZING THE SYSTEMS INVOLVED, ASSESSING THEIR CRITICALITY AND
IDENTIFYING SURVIVABILITY DEFICIENCIES.

WE WILL DOCUMENT THESE RESULTS IN AN INTERIM REPORT NEXT SPRING WITH AN FINAL REPORT
IDENTIFYING INITIATIVES TO REDUCE TELECOMMUNICATION VULNERABILITIES PLANNED FOR NEXT
FALL.

WE ALSO PLAN TO RECOMMEND APPROACHES TO EVOLVE A NATIONAL NS/EP INFRASTRUCTURE IN
THE FALL REPORT.

CONCLUDING REMARKS

- 0 AIP VULNERABILITY IS NATIONAL SECURITY ISSUE
- 0 PROBLEM TRACTABLE BUT REQUIRES LONG TERM (5-10 AND MORE YEARS) FOR SOLUTION
- 0 PROBLEM REQUIRES JOINT ACTION BY GOVERNMENT AND INDUSTRY

CONCLUDING REMARKS

WE BELIEVE THAT THE AIP ISSUE IS TRULY SIGNIFICANT AND BROADLY DISTRIBUTED. AIP RESOURCES ARE AS UBIQUITOUS IN OUR LIVES AS THE COMMON TELECOMMUNICATIONS INSTRUMENTS. NO REVERSION TO A "MANUAL MODE" IS OR WILL BE POSSIBLE IN A NATIONAL EMERGENCY SINCE SOME SKILLS ARE BEING REDUCED AND SYSTEMS ARE BEING DEVELOPED BASED ON COMPUTER CONTROL AND OPERATION. SYSTEM PROCESSES ARE IN THEMSELVES TRANSFORMED AS AIP IS INSERTED.

FORTUNATELY, WE UNDERSTAND MANY OF THE MEASURES WHICH WILL ENHANCE OUR AIP SURVIVABILITY. IMPLEMENTING THEM WILL REQUIRE A SIGNIFICANT PERIOD. DUE TO THE FUNDING AND SHEER QUANTITY OF DATA PROCESSING PROFESSIONALS INVOLVED, A CRASH PROGRAM IS NOT FEASIBLE. GIVEN APPROPRIATE AWARENESS, GUIDELINES AND MOTIVATION, HOWEVER, MANY OF THE IMPROVEMENTS CAN BE IMPLEMENTED WITH A SMALL MARGINAL COST AS NEW SYSTEMS ARE DEVELOPED AND OLDER ONES UPGRADED.

FINALLY, THE ISSUE AFFECTS US ALL AND REQUIRES A COORDINATED APPROACH FOR RESOLUTION. GOVERNMENT MUST TAKE THE LEAD IN ACTIVATING BOTH THEMSELVES AND INDUSTRY TO ADDRESS THE ISSUE.

THANK YOU.

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 CAS NARA, Date 8/5/08

EMERGENCY MOBILIZATION PREPAREDNESS BOARD
 ELEVENTH BOARD MEETING
 OLD EXECUTIVE OFFICE BUILDING
 INDIAN TREATY ROOM 474
 NOVEMBER 30, 1983 - 4:00-4:50 P.M.

ATTENDANCE

Robert C. McFarlane	Assistant to the President for National Security Affairs
(ALT) Ronald Spiers	Department of State
(ALT) Robert J. McBrien	Department of the Treasury
Fred C. Ikle	Department of Defense
(ALT) Stephen Trott	Department of Justice
(ALT) John Morgan	Department of the Interior
(ALT) Raymond D. Lett	Department of Agriculture
Lionel H. Olmer	Department of Commerce
Ford B. Ford	Department of Labor
John O'Shaughnessy	Department of Health and Human Services
Philip Abrams	Department of Housing and Urban Development
Raymond A. Karam	Department of Transportation
(ALT) Earl Gjelde	Department of Energy
James E. Jenkins	Office of the Counsellor to the President
(ALT) Constance Horner	Office of Management and Budget
(ALT) [REDACTED]	Central Intelligence Agency
John A. Svahn	Office of Policy Development
(ALT) Horace Russell	National Security Council Staff
(ALT) William J. Cowhill	Organization of the Joint Chiefs of Staff
(ALT) Maurice A. Roesch, III	Office of Science and Technology Policy
Louis O. Giuffrida	Federal Emergency Management Agency
Donald J. Devine	Office of Personnel Management
Fred J. Villella	Executive Secretary