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THE WHITE HOUSE
WASHINGTON

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National Security
Decision Directive 95

CRISIS INFORMATION AND MANAGEMENT SYSTEM (CIMS): PROJECT MEDUSA (S)

This NSDD provides policy and guidance for improving the nation's crisis management capability in support of the President. It also establishes a framework for National-level crisis management and describes enhancements to the White House Situation Room/Crisis Management Facility (WHSR/CMF) and associated department/agency operations centers, hereafter referred to as PROJECT MEDUSA. (S)

I. INTRODUCTION

Past crises and recent exercises suggest that contingency planning and crisis management requirements at the national level are not fully satisfied. PROJECT MEDUSA provides for the enhancement and integration of those organizations and facilities that normally participate in crisis operations. These include department/agency operations centers, and the supporting infrastructure of telecommunications and information processing capabilities that link these centers. (S)

To sustain effective, and uninterrupted crisis management PROJECT MEDUSA will create a Crisis Information and Management System (CIM). This system will provide a means of disseminating adequate and timely intelligence, requisite situational information, analyses, and policy options in a form that is readily useable and easily convertible into recommendations for top-level decision makers. Once decisions have been made, the CIMS must provide responsive mechanisms to transmit coordinated instructions for implementation and to provide appropriate feedback on actions taken as well as their results. (S)

Existing technology is not currently being fully exploited at the national level to effectively support crisis operations as described above. To rectify this deficiency, the following actions will be taken under PROJECT MEDUSA: (S)

- Improve the aggregation, transmission, analysis, presentation, and security safeguards for crisis information
- Strengthen and expedite the inter-departmental/agency crisis management process
- Enhance the implementation, coordination, and feedback aspects of the system

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II. OBJECTIVES

- Initial improvements have commenced with the development of a Crisis Management Facility (CMF), linked to the White House Situation Room (WHSR). This WHSR/CMF complex will be linked, through PROJECT MEDUSA with other department/agency centers which will be upgraded and integrated to achieve the following objectives: (S)
 - Improved management of information, options, recommendations and decision dissemination for National-level crisis management.
 - Improved quality, timeliness, security and dissemination of contingency planning information for appropriate crisis management entities.
 - Enhanced ability to rapidly exchange data, convene secure conferences among crisis management principals and assure uninterrupted telecommunications among crisis operations centers.

III. INTEGRATION OF CRISIS MANAGEMENT ORGANIZATIONS

The technical enhancements instituted under PROJECT MEDUSA are designed to directly assist top level decision makers and their respective supporting organizations. In accordance with NSDDs 2, 3, and 30, three such supporting entities have been created at the White House as Interdepartmental Groups: (S)

- The Special Situation Group (SSG)
- The Crisis Pre-Planning Group (CPPG), and
- The Terrorist Incident Working Group (TIWG)

These groups are responsible for providing timely and effective coordination of critical information, options and recommendations for the President during domestic or international crises which affect our vital national security interests. PROJECT MEDUSA will ensure that these groups which convene in the WHSR/CMF are provided with adequate analytical capability and connectivity to supporting department/agency task forces and operations centers. These White House Crisis Management Groups are formally chartered as follows: (S)

- The Special Situation Group (SSG) (Tab A) is the senior crisis management entity and: (S)
 - Reviews crisis-related information.
 - Develops options for crisis actions.

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- Makes crisis management recommendations to the President.
- Follows through on the President's crisis action decisions.
- The Crisis Pre-Planning Group (CPPG) (Tab B) assists the President and the SSG by: (S)
 - Ensuring the receipt and appropriate consideration of relevant information at the White House.
 - Developing options and recommendations concerning actions to mitigate and successfully prevent or resolve crisis situations.
 - Preparing the applicable elements of the government for specific crisis actions.
 - Managing, on a day-to-day basis, the crisis actions directed by the President.
- The Terrorist Incident Working Group (TIWG) (Tab C) supports the President and the SSG during terrorist related incidents which affect our national interest. (S)
 - Operating through a designated lead agency, the TIWG provides organizational, procedural and operational guidance pertaining to specific terrorist events and effects National-level management and coordination during such an incident.
 - The nature of a specific terrorist incident or threat will determine which members the Chairman selects to participate in its resolution.

Detailed operating procedures governing the activities of the SSG, the CPPG, and the TIWG under the new Crisis Information and Management System (CIMS) will be developed and promulgated in separate memoranda by the Assistant to the President for National Security Affairs. (S)

IV. THE CRISIS INFORMATION AND MANAGEMENT SYSTEM (CIMS) CONCEPT

The Crisis Information and Management System (CIMS) developed under PROJECT MEDUSA will capitalize on the established SSG, CPPG, and TIWG process and the July 1983 availability of the WHSR/CMF complex. The WHSR/CMF will provide for these groups, inter alia, state-of-the-art information handling, analysis, display, and text preparation in a high security environment. In order to realize the full potential of the WHSR/CMF, a phased upgrade of other participating department/

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agency operations centers and shared transmission media will be conducted under the management of a newly-created MEDUSA Project Office (Tab D). (S)

The MEDUSA Project Office will develop a detailed two-phased upgrade program that will build initially on existing/already planned capabilities. This two-phased plan will:

- Focus on improved methods for expeditiously sharing/ disseminating crisis related information, facilitating the deliberation process and furnishing feedback on crisis actions.
- Recommend improvements to communications media, information processing/display, requisite procedural modifications and measures to enhance security.
- Ensure compatibility/interoperability and standardization among all nodes with the new WHSR/CMF complex.
- Minimize the impact on department/agency resources and ongoing operations. (S)

V. PHASING AND MILESTONE SCHEDULES

PROJECT MEDUSA upgrades, as described above, will be implemented in two phases: (S)

- During PHASE I the MEDUSA Project Office will:

-- Involve the first tier of CIMS participants:

- WHSR/CMF
- Department of State
- Department of Defense
- The Intelligence Community
- Federal Emergency Management Agency
- Federal Bureau of Investigation

-- Interconnect the first tier of CIMS participants via the Washington Area Wideband System (WAWS) and provide minimum capabilities including secure video teleconferencing by October 1984.

-- Review existing and planned capabilities of first tier participants and prepare proposed PHASE I PROJECT MEDUSA system architecture and system specifications for approval by a Crisis Information Management Review Group (CIMSIRG), chaired by the Assistant to the President for National Security Affairs. This will be accomplished within the scope of already planned departmental/agency investments in crisis management related modernization, acknowledging that review and perhaps redirection of some resources by the departments/agencies may be required.

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- Develop recommendations and system specifications to support resource requests for PHASE II. (S)
- PHASE II of PROJECT MEDUSA (FY 85 and beyond) will:
 - Expand the set of participants to include second tier departments/agencies:
 - Department of Energy
 - Department of the Treasury
 - .. USSS
 - .. CUSTOMS
 - Department of Justice
 - .. INS
 - Department of Transportation
 - .. U.S. Coast Guard
 - .. FAA
 - National Communications System (NCS)
 - Others as appropriate
 - Interconnect second tier MEDUSA participants in the WAWS network.
 - Implement approved architecture and system design recommendations made during the PHASE I study effort. (S)

The initial schedule milestones for PHASE I of PROJECT MEDUSA are established below. Milestones for PHASE II will be developed by the MEDUSA Project Office in concert with participating departments/agencies. PHASE I milestones:

- May 16, 1983: Establish PROJECT MEDUSA.
- October 1, 1983: Complete review of existing and planned capabilities, present system architecture and system specifications for PHASE I of PROJECT MEDUSA.
- December 1, 1983: Complete and present recommendations concerning PHASE II of PROJECT MEDUSA to CIMSIRG for approval.
- October 1984: Complete the CIMS PHASE I upgrades, including Washington Area Wideband System (WAWS) installation and secure video conferencing for first tier departments/agencies and the WHSR/CMF.
- November 1984: Commence PHASE II. (S)

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VI. PROJECT MEDUSA/CIMS MANAGEMENT

Implementation of PROJECT MEDUSA requires top-level national management and continuous inter-departmental/agency cooperation and coordination. In order to meet these requirements, the management structure for PROJECT MEDUSA (as shown at Tab D) will be established, effective May 16, 1983. (S)

• Oversight

- PROJECT MEDUSA policy and programmatic oversight will be provided by a Crisis Information and Management System Review Group (CIMSIRG), chaired by the Assistant to the President for National Security Affairs. The membership of the CIMSIRG will initially include representatives of the Secretaries of State and Defense, the Directors of Central Intelligence and FEMA, Federal Bureau of Investigation, the National Security Council, the Office of Management and Budget, and the Director, Defense Mobilization Systems Planning Activity (DMSPA). During PHASE II CIMSIRG membership will be expanded to include second tier MEDUSA departments/agencies.
- The CIMSIRG will be supported by a Crisis Management Working Group (CMWG), chaired by an NSC staff member and comprised of representatives of MEDUSA participating agencies, the DMSPA and MEDUSA Project Office. This working group will meet regularly to develop agenda and action issues for the CIMSIRG and perform such other tasks as directed by the Chairman of the CIMSIRG.
- The CIMSIRG will meet periodically to exercise specific responsibilities which include:
 - Establishing priorities for development, procurement and installation of PROJECT MEDUSA items, as necessary.
 - Assessing the progress of PROJECT MEDUSA and changing the direction or pace if necessary.
 - Reviewing annual budget proposals and providing recommendations to OMB for their use in budget review. (S)

• Project Management

- Because of its close and continuing involvement with the WHSR/CMF program, the Department of Defense will act as Executive Agent for PROJECT MEDUSA and will establish a Project Office and provide its Director.

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-- The Project Director will:

- Develop and implement an overall PHASE I architecture and system design to interface with the WHSR/CMF in coordination with DOS, DOD, DCI, FBI, DMSPA, FEMA, and the National Communications System (NCS).
- Define PROJECT MEDUSA milestones and schedules to ensure the timely implementation of PHASE I and an orderly transition to PHASE II.
- Ensure CIMS integration, interoperability, and to the extent practicable, commonality among the NCS facilities involved in PROJECT MEDUSA.
- Develop overall PROJECT MEDUSA budget profiles for CIMS RG review and ensure coordinated budget submissions for departments/agencies participating in PROJECT MEDUSA.
- Ensure that PROJECT MEDUSA activities and security procedures are consistent with the overall CIMS security requirements.
- Report periodically to the CIMS RG on the progress of PROJECT MEDUSA.
- Implement the PHASE I and II system for WHSR/CMF modifications/enhancements and connecting communications. (S)

• PROJECT MEDUSA Staff

- To assist with PROJECT MEDUSA design and management, a staff, consisting of permanent DOD personnel and those detailed from the departments and agencies concerned with PROJECT MEDUSA, shall be established. (S)

• Department and Agency Responsibilities

- At the request of the Project Director, all participating departments and agencies will nominate candidates for the PROJECT MEDUSA staff.
- All participating departments and agencies will provide a single point of contact to the Project Director to facilitate identification and accomplishment of tasks within each organization.

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- Departments and agencies participating in PROJECT MEDUSA will budget for, procure, install, operate and maintain CIMS and WAWS terminal equipment in their respective facilities and share transmission media leased costs. For cost and mission effectiveness, the Project Director should negotiate consolidated procurements, installation and operational maintenance agreements and contracts. (S)
- The management of PROJECT MEDUSA is a new mission for the Department of Defense. The Department of Defense has stated its intent to establish the Project Office under the Defense Communications Agency (DCA) and appoint a DCA Project Director who will manage and coordinate the project activities for PHASES I and II. The DCA will provide office space and administrative support for the Project Director and his staff.
- As appropriate, the new WHSR/CMF complex will be equipped and interconnected to fulfill requirements established by the Secretary of Defense in accord with Public Law 97-252.
- The DOD and the DCI will ensure that special security access authorizations required for PROJECT MEDUSA participants are provided as required by the Project Director. All departments/agencies shall provide clearances for their individual programs as needed to ensure timely achievement MEDUSA schedules.
- The White House will operate the WHSR/CMF with procurement and maintenance support for installed and connecting equipment provided by the Department of Defense.

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