

S/ASST  
(FRIEDMAN)

File

NATIONAL SECURITY AGENCY  
Washington 25, D C

~~SECRET~~

NSA REGULATION  
NUMBER 20-5

9 April 1954

EFFECTIVE UNTIL 1 MAY 1955 UNLESS SOONER  
RESCINDED OR SUPERSEDED

NSA WAR AND DISASTER PLANNING

	<u>SECTION</u>
SUPERSESSION . . . .	I
THE JOINT PROGRAM FOR PLANNING .	II
PLANNING RESPONSIBILITIES WITHIN NSA .	III
NSA WAR PLANNING . . . .	IV
DISASTER PLANNING . . . .	V
PLANNING SCHEDULE .	VI
SUPERVISION	VII

SECTION I - SUPERSESSION

This Regulation supersedes NSA Regulation Number 20-5, dated 6 April 1953

SECTION II - THE JOINT PROGRAM FOR PLANNING

1. Basis By JCS Policy Memo 84, dated 14 July 1952, the Joint Chiefs of Staff established a system for planning on the joint level by directing utilization of the Joint Program for Planning. This program provides for the preparation of joint strategic planning documents covering three separate but related time periods. In turn, the guidance contained in these joint documents is used as a basis for the preparation of Service plans, estimates, and programs covering the same time periods. For purposes of uniformity, NSA has adapted its planning and programming schedules by extension to those of the Joint Chiefs of Staff and the Services.

2 Joint Strategic Plans.

a. The joint strategic planning documents prescribed by the Joint Chiefs of Staff are

- (1) The Joint Long Range Strategic Estimate (JLRSE)
- (2) The Joint Strategic Objectives Plan (JSOP).
- (3) The Joint Strategic Capabilities Plan (JSCP).

~~SECRET~~

NSA REGULATION NO. 20-5

9 April 1954

b. The interrelationships and planning cycles of these documents are illustrated in Appendix A. The scope of these plans is briefly covered in Section IV.

3. Joint Intelligence Planning. The joint program for planning provides for the preparation, annually, of a joint intelligence estimate for each of the above joint planning documents (JLRSE, JSOP, JSCP). These intelligence estimates are in detail and are intended to serve as a basis for the preparation of the corresponding joint strategic plan. They normally will not include consideration of the deterring effect of organized resistance by friendly forces unless specifically so requested. In the latter case, coordination will be achieved with the strategic planning agency on the same level.

4. Joint Logistic Planning. A joint logistic plan in support of each of the three strategic plans is usually published in the form of a logistic annex. In effect this annex provides guidance for the assignment of necessary logistic responsibilities to the various Services and for coordination of logistics planning between the Services.

### SECTION III - PLANNING RESPONSIBILITIES WITHIN NSA

The planning responsibilities of the National Security Agency stem from its assigned missions and functions. The responsibility for planning within NSA culminates in the Director. He delegates over-all supervision of planning activities to the Chief, Plans and Policy Division, who is assisted as required by the chiefs of the other staff divisions and operating elements of the Agency. The assignment of planning responsibilities to the chiefs of staff and operating elements of NSA is included in the NSA Organizational Manual.

### SECTION IV - NSA WAR PLANNING

1. Any comprehensive planning process involves planning in three related, but separate phases. The three most logical phases together with their terms of reference and theme of development are:

- a. Long-range: requirements
- b. Mid-range: objectives
- c. Short-range: capabilities

The interrelationship and planning cycles of the NSA plans are shown in Appendix B.

SECRET

NSA REGULATION NO. 20-5

9 April 1954

2. Long-range Planning. Long-range planning is broad in scope; it forms the basis for long-range development of the Agency; it necessarily presupposes certain goals to be reached by some predetermined future date. To be sound, it must be based on future military requirements. In final form it should state the successive steps to be accomplished in order to satisfy continuing Agency requirements. These in turn furnish guidance for mid-range planning. The document which this planning produces is the NSA Long-Range Plan (NSALRP).

a. Timing. Annual preparation or revision of the NSALRP is initiated on 1 August, and covers the same period of time as the JLRSE, i.e., the five-year period starting five years subsequent to the date of dissemination by the Joint Chiefs of Staff. It is published and distributed as soon as possible after dissemination of the JLRSE and in any event not later than 1 February in order to be available for information and guidance purposes in the preparation of the NSA Mid-Range Plan (NSAMRP).

b. Scope. The NSALRP considers the areas and type of possible conflict and develops basic tasks required to support the long-range national strategy. It develops guidance for research and development to provide equipment and materiel whose use would assist and support the military strategy. The plan will also provide guidance for the preparation of long-range programs and budget estimates. The format for the preparation of this plan will be distributed by the Chief, Plans and Policy Division along with the Basic Plan and the guidance directive.

3. Mid-range Planning. Mid-range planning establishes objectives stated in terms of strength, facilities, and materiel availability, for an assumed general war commencing on a D-day three years subsequent to the effective date of the plan. It extends through the four fiscal years following this assumed D-day. It must also provide guidance for situations short of general war. Through annual revision, the mid-range plan is used to determine the current status of the Agency with respect to its objectives and thus provides the basis for NSA Primary Programs and the annual budget.

a. Timing. Annual preparation or revision of the NSAMRP is initiated on 1 May. It is published and distributed as soon as possible after dissemination of the JSOP on 30 June and in any event not later than 1 November in order to allow initiation of work on the NSA Primary Programs.

b. Scope. The NSAMRP translates the strategic guidance in the JSOP and the probable future political situation into

~~SECRET~~

NSA REGULATION NO. 20-5

9 April 1954

requirements in terms of D-day forces and materiel necessary to perform the NSA mission plus required mobilization base and buildup for a four year war. The NSAMRP also indicates phasing toward the target fiscal year objectives and all intervening fiscal years. In this connection the estimated end position of each NSA activity will be stated for each fiscal year up to the designated D-day with regard to:

- (1) Personnel.
- (2) Funds.
- (3) Supply and materiel requirements.
- (4) Status of existing projects.
- (5) Implementation of new projects.
- (6) Status of development of new equipments and techniques.
- (7) Stockpiling of crypto-equipments and material.
- (8) Priorities.
- (9) Mutual Defense Assistance Program (MDAP) and NATO assistance.

c. Program Objectives. The NSAMRP, upon approval by the Director, provides the basis for the principal objectives of the NSA Primary Programs. The preparation of the primary programs is started immediately upon approval of the NSAMRP. The primary programs supply the means by which NSA provides for the maintenance of the peacetime establishment and for the development to attain the D-day objectives. Consequently the primary programs serve as the basic guidance in the development of the budget for the fiscal year under consideration. The format for the preparation of this plan will be distributed by the Chief, Plans and Policy Division, along with the Basic Plan and guidance directive.

4. Short-range Planning. Short-range planning deals with the current capabilities of the Agency plus immediate implementation. It contemplates initiation of war with little or no warning which must be fought with resources then available. Such planning is described as "capabilities" or "emergency" planning. In this Agency it is published as the NSA Emergency War Plan (NSAEMP).

a. Timing. Annual preparation or revision of NSAEMP is initiated immediately upon dissemination of the Joint Strategic Capabilities Plan on 31 December. The revised NSAEMP is published

~~SECRET~~

NSA REGULATION NO. 20-5

9 April 1954

and distributed by 1 July. The planning schedule shown in Section VI briefly outlines the due dates for the component parts of the plan.

b. Scope. Outline format for the plan is shown in Appendix C. The basic organization is arranged so that contents can be disseminated on a "need to know" basis with heads of Government Departments or Agencies; military commanders, or chiefs of NSA staff or operating elements receiving those annexes which are essential to the accomplishment of their respective missions. The plan is based upon the strength, composition, training, materiel and installation of NSA and the Service Cryptologic Agencies on D-day; and on an estimate, insofar as it pertains to NSA, of the capability of this country to mobilize resources, production, and manpower during a four year period in support of a global war.

SECTION V - DISASTER PLANNING

1. NSA Disaster Plan (NSADIS) will be guided by the Department of Defense Directive Number S-3020.1 dated 6 December 1953, subject: Continuity of Operations under Disaster Conditions.

2. The purpose of the plan is to prescribe the minimum preparatory tasks to be performed and subsequent objectives to be attained in order that the essential functions of NSA can be resumed prior to Disaster plus ninety days.

3. The preparation of NSADIS will be the responsibility of the Chief, Plans and Policy Division. Format utilized will be the basic five paragraph form as outlined in the Joint Manual FM 110-5/JAAF/AFM 1-1. This format will be modified as required.

4. Chiefs of staff and operating elements will prepare, for internal use, detailed implementing plans for the effective accomplishment of subordinate missions assigned by NSADIS. These implementing plans will be incorporated as annexes to NSADIS and will be submitted to the Chief, Plans and Policy Division, for review within ninety days after the publication or revision of basic NSADIS.

5. NSADIS will be under continual review by the Chief, Plans and Policy Division, and revisions will be published as required. Chiefs of staff and operating elements will review, at least semi-annually, detailed implementing plans to insure feasibility of implementation.

~~SECRET~~

NSA REGULATION NO. 20-5

9 April 1954

SECTION VI - PLANNING SCHEDULE

<u>Plan</u>	<u>JCS Guidance and Date Distr.</u>	<u>Deadline Basic Plan</u>	<u>Deadline Annexes</u>	<u>Submit to Director</u>	<u>D-day*</u>	<u>Period Covered</u>	<u>Revision</u>
NSAERP	Joint Strategic Capabilities Plan 31 Dec	1 Mar	1 May	1 Jun	1 Jul	D 48 Months	Annual
NSAMRP	Joint Strategic Objectives Plan 30 Jun	1 Jul	1 Sep	1 Oct	1 Jul plus 3 Yr.	D 48 Months	Annual
NSALRP	Joint Strategic Estimate 30 Sep	1 Oct	1 Dec	1 Jan	1 Jul plus 5 Yr.	D 5 Years	Annual
NSADIS	DOD Directives	As Required	90 days after publica- tion Basic Plan	As Re- vised		Disaster plus 90 days	As Re- quired

\* D-day designated is next appropriate date subsequent to dissemination of Joint Chiefs of Staff guidance.

SECTION VII - SUPERVISION

Supervision for the implementation of the policy established herein is the responsibility of the Chief, Plans and Policy Division.

BY COMMAND OF LIEUTENANT GENERAL CANINE:

L. H. FROST  
Captain, US Navy  
Chief of Staff

OFFICIAL:

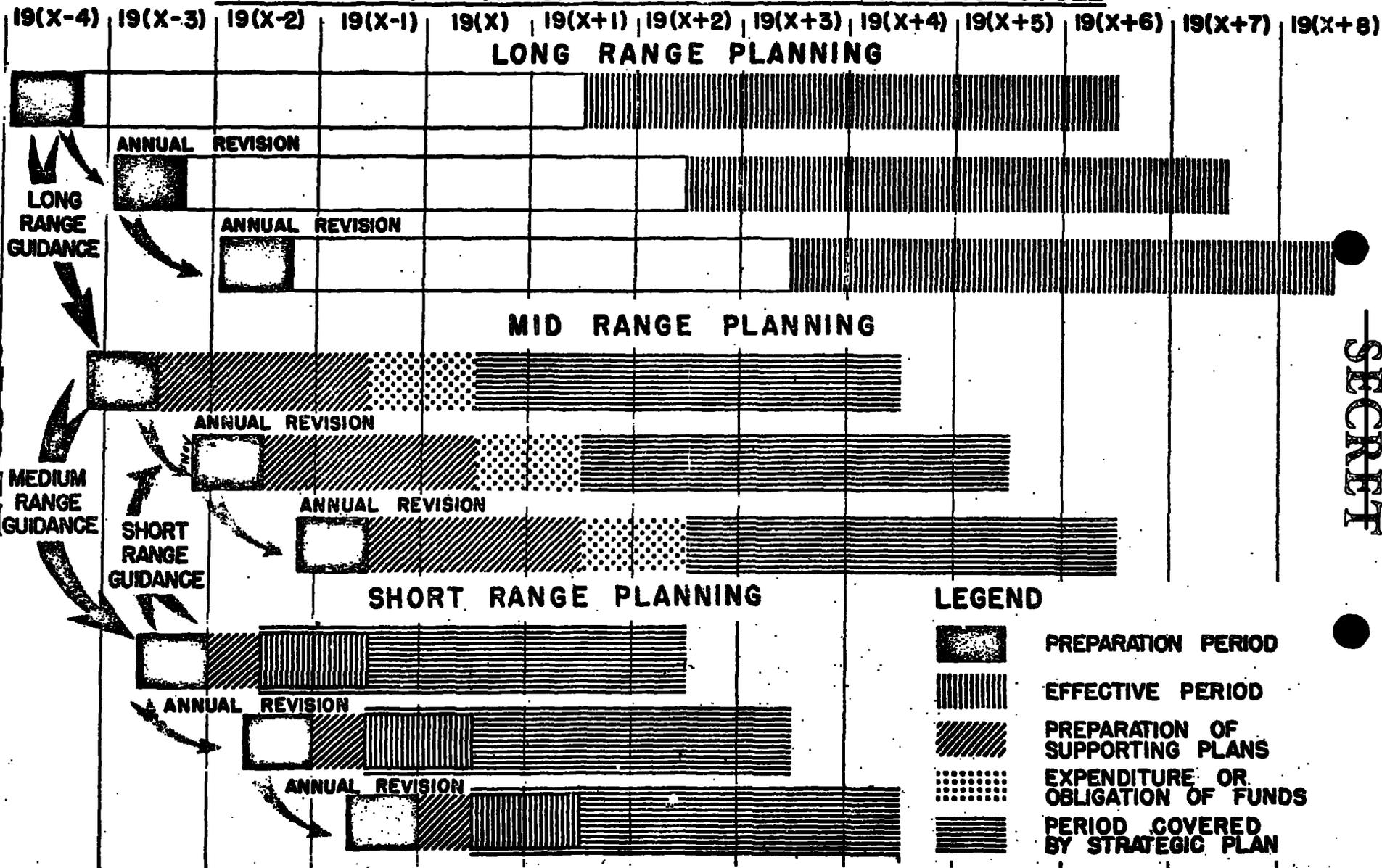
*GEO. E. CAMPBELL*

GEO. E. CAMPBELL  
Colonel, AGC  
Adjutant General

3 Incls:  
Appendices A, B, and C

DISTRIBUTION 1

**PROGRAM FOR PLANNING FOR THE JOINT CHIEFS OF STAFF ORGANIZATION**  
**INTERRELATIONSHIP OF PLANS AND ESTIMATES - PLANNING CYCLE**

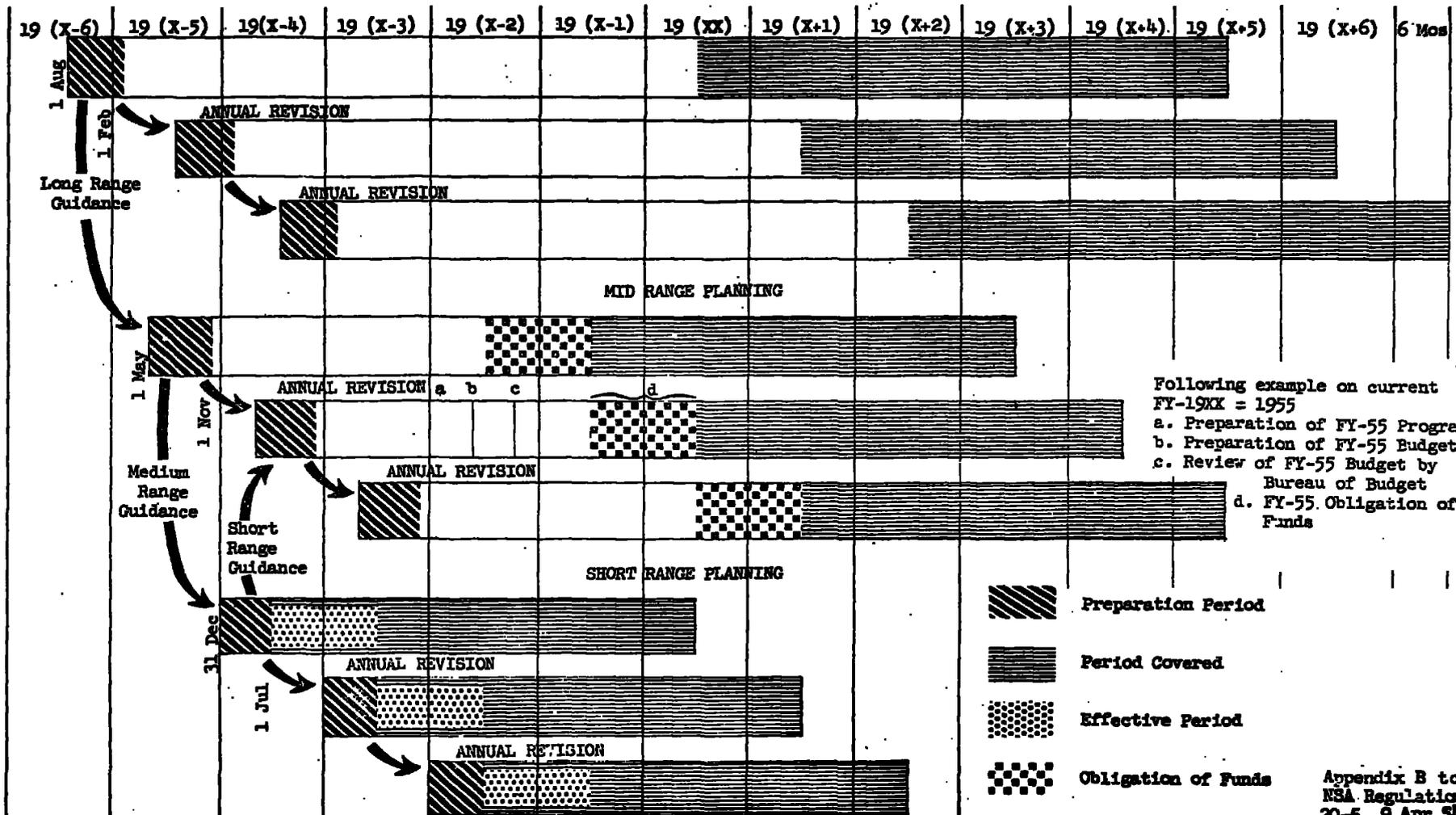


SECRET

SECRET

## INTERRELATIONSHIP OF NSA PLANS

## LONG RANGE PLANNING



Appendix B to  
NSA Regulation  
20-5, 9 Apr 54

SECRET

SECRET

~~SECRET~~

APPENDIX C

FORMAT

Responsible  
Element(s)

BASIC PLAN

P/P

1. GENERAL SITUATION

- a. Enemy Forces
- b. Friendly Forces
- c. Assumptions

2. MISSION

- a. NSA Communications Intelligence Mission
- b. NSA Communications Security Mission
- c. Concept of Operations

3. BASIC TASKS

- a. Communications Intelligence
- b. Research and Development
- c. Communications Security
- d. Training
- e. Field Activities
- x. Common Tasks

4. COMMUNICATIONS, PERSONNEL, AND LOGISTIC MATTERS

5. COMMAND MATTERS

ANNEXES

Annex A - STRATEGIC GUIDANCE

P/P

Appendix I - ASSUMPTIONS

Appendix II - MISSION, STRATEGIC CONCEPT AND BRIEF OF ALLIED PLAN OF ACTION

Appendix III - NSA OBJECTIVES, MISSION, OVER-ALL CONCEPT AND BRIEF OF PLANNED ACTIONS

Annex B - COMMUNICATIONS INTELLIGENCE OPERATIONS

DD/PROD

1. MISSION

Appendix C to NSA Regulation  
20-5, 9 April 1954

~~SECRET~~

Responsible  
Element(s)

- 2. INTELLIGENCE REQUIREMENTS
- 3. FOREIGN COOPERATION
- 4. COMMUNICATIONS INTELLIGENCE ASSUMPTIONS
- 5. INTERCEPT

- a. General
- b. Requirements

6. PROCESSING

- a. General
- b. Assumptions
- c. Requirements

7. PERSONNEL AND LOGISTIC REQUIREMENTS

Appendix I - INTERCEPT DEPLOYMENT IN SUPPORT OF NSA

Appendix II - NATIONAL OR COMBINED OVERSEAS PROCESSING CENTERS

Annex C - RESEARCH AND DEVELOPMENT OPERATIONS

DD/RD

- 1. MISSION
- 2. RESEARCH AND DEVELOPMENT ASSUMPTIONS
- 3. RESEARCH AND DEVELOPMENT OPERATIONS
- 4. PERSONNEL AND LOGISTIC REQUIREMENTS

Appendix I - COMMUNICATIONS INTELLIGENCE EQUIPMENT

Appendix II - COMMUNICATIONS SECURITY EQUIPMENT

Annex D - COMMUNICATIONS SECURITY OPERATIONS

DD/COMSEC

- 1. MISSION
- 2. COMMUNICATIONS SECURITY ASSUMPTIONS
- 3. SERVICE REQUIREMENTS
- 4. PRODUCTION
- 5. COMMUNICATIONS SECURITY OPERATIONS
- 6. FOREIGN COLLABORATION IN COMMUNICATIONS SECURITY
- 7. PERSONNEL AND LOGISTIC REQUIREMENTS

Appendix I COMMUNICATIONS SECURITY REQUIREMENTS

- 1. GENERAL

Appendix C to NSA Regulation  
20-5, 9 April 1954

~~SECRET~~

Responsible  
Element(s)

- 2. LITERAL SECURITY EQUIPMENTS
- 3. TELETYPE SECURITY EQUIPMENTS
- 4. VOICE SECURITY EQUIPMENTS
- 5. FACSIMILE SECURITY EQUIPMENTS
- 6. SPECIAL PURPOSE EQUIPMENTS
- 7. CODES

Tab A - PHASED UTILIZATION OF CRYPTO-MATERIAL

Tab B - PHASED QUANTITATIVE CRYPTO-MATERIAL REQUIREMENTS

Appendix II - COMMUNICATIONS SECURITY OPERATIONS

- 1. CRYPTOSEcurity
- 2. PHYSICAL SECURITY OF CRYPTOMATERIAL
- 3. TRANSMISSION SECURITY
- 4. COVER AND DECEPTION
- 5. COMPROMISES

Annex E - TRAINING

TNG  
SCH

- 1. MISSION
- 2. MINIMUM TRAINING REQUIREMENTS
- 3. COURSES OF INSTRUCTION
- 4. PERSONNEL AND LOGISTIC REQUIREMENTS

Appendix I - CRYPTANALYSIS

Appendix II - TRAFFIC ANALYSIS

Appendix III - LANGUAGES

Appendix IV - CLERICAL AND TYPING

Appendix V - AREA STUDIES

Annex F - COMMUNICATIONS

COM

- 1. MISSION
- 2. COMMUNICATIONS ASSUMPTIONS
- 3. COMMUNICATIONS REQUIREMENTS
- 4. PERSONNEL AND LOGISTIC REQUIREMENTS

Appendix I - RAW INTERCEPT TRAFFIC

Tab A - INTERCEPT GROUPS BY AREA

Appendix C to NSA Regulation  
20-5, 9 April 1954

~~SECRET~~

Responsible  
Element(s)

Tab B - PRESENT CHANNELS

Tab C - PROPOSED CHANNELS

Appendix II - ADMINISTRATIVE AND TECHNICAL  
TRAFFIC

Appendix III - INTERNAL COMMUNICATIONS

Appendix IV - ANTI-JAMMING

Annex G - PERSONNEL

PERS

1. MISSION
2. PERSONNEL ASSUMPTIONS
3. PERSONNEL REQUIREMENTS
4. PERSONNEL AND LOGISTIC REQUIREMENTS

Appendix - DETAILED PERSONNEL REQUIREMENTS

Tab A - CIVILIAN PERSONNEL

Tab B - MILITARY PERSONNEL

Annex H - LOGISTICS

LOG

1. MISSION
2. ASSUMPTIONS
3. PERSONNEL
4. REQUIREMENTS (Material)

Appendix I - EQUIPMENTS (Item-wise)

Tab A - NSA DEVELOPED EQUIPMENT

Tab B - IBM EQUIPMENTS

Tab C - TELETYPE EQUIPMENT

Tab D - OTHER MAJOR ITEMS OF EQUIPMENT NOT  
LISTED ABOVE, i.e., rotors, test  
equipments, etc.

Appendix II - SUPPLIES (dollar-wise)

Appendix III - SERVICES

Tab A - SPACE

~~SECRET~~~~SECRET~~~~SECRET~~

Responsible

Element(s)Element(s)Tab B - POWERTab B - POWERTab C - TRANSPORTATIONTab D - CONSTRUCTIONTab D - CONSTRUCTIONTab E - MAINTENANCETab E - MAINTENANCEAnnex I - COMMAND

P/P

Annex I - COMMAND

P/P

1. GENERAL2. NSA RELATIONSHIPS3. SUCCESSION TO COMMAND3. SUCCESSION TO COMMANDAppendix I - POSITION OF NSA IN NATIONALAppendix I - DEFENSE COMINT STRUCTUREAppendix II - POSITION OF NSA IN NATIONALAppendix II - DEFENSE COMINT STRUCTUREAppendix III - DEFENSE COMSEC STRUCTUREAppendix III - DEFENSE COMSEC STRUCTUREAppendix III - DEFENSE COMSIG STRUCTUREAppendix III - ORGANIZATION CHARTAppendix III - ORGANIZATION CHART~~SECRET~~