



U.S. Environmental Protection Agency **Homeland Security Strategy**



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UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
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THE ADMINISTRATOR

The U.S. Environmental Protection Agency's 2004 *Homeland Security Strategy* will guide the Agency's homeland security efforts over the next two years. It describes our goals, initiatives, and key activities for protecting our country from the consequences of terrorist attacks.

Many of the homeland security challenges that we face transcend political boundaries. The *Strategy* explains how we will transcend these boundaries to network and collaborate with our federal, state, local, and tribal government partners and the private sector to achieve our goals.

The Agency's initial *Strategy*, which was undertaken immediately following the September 11, 2001, disasters, represented EPA's vision for, prevention of, preparation for, and response to another catastrophic terrorist attack. The 2004 *Strategy* takes this initial effort one step further by addressing the Agency's available resources, recent Presidential Directives and expectations, and the evolving role of the Department of Homeland Security.

EPA continues to evaluate its roles and responsibilities and to apply lessons learned. The challenges ahead are far different from those that existed prior to September 11, 2001, and they continue to evolve. We will update the *Strategy* in the future to redirect our activities as needed.

The 2004 *Strategy* is the result of successful team work and collaboration by all EPA program and regional offices. I extend my thanks for everyone's efforts and look forward to continuing to work closely with our partners and stakeholders as we implement our enhanced homeland security initiatives.

A handwritten signature in black ink that reads "Michael O. Leavitt".

Michael O. Leavitt

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How to Use This Document

This document is a strategy that identifies EPA's intended objectives, tactics, and planned activities to support the nation's homeland security objectives and EPA's homeland security responsibilities through FY2005. While the document uses terms such as "will," the document is not binding on EPA and is not intended to direct or bind other parties. This document is not intended to, and does not create any right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity by any person or party against EPA or any other person.

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List of Acronyms

ACC	American Chemistry Council
AMWA	Association of Metropolitan Water Agencies
API	American Petroleum Institute
ATSDR	Agency for Toxic Substances and Disease Registry
ATTF	Anti-Terrorism Task Force
CAA	Clean Air Act
CBI	Confidential Business Information
CBP	U.S. Customs and Border Protection (DHS)
CBR	Chemical, Biological, and Radiological
CCPS	Center for Chemical Process Safety
CCT	Command Center Team
CCU	Computer Crimes Unit
CDC	Centers for Disease Control and Prevention
CDRG	Catastrophic Disaster Response Group
CDX	Central Data Exchange
CID	Criminal Investigation Division (EPA)
CIO	Chief Information Officer
CIP	Critical Infrastructure Protection
COOP	Continuity of Operations
CSEE	Center for Strategic Environmental Enforcement
CSIRT	Computer Security Incident Response Team
CTRRT	Counter-Terrorism Response Team
CWA	Clean Water Act
DHS	Department of Homeland Security
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DOT	Department of Transportation
DTRA	DOD Threat Reduction Agency
ECOT	Emergency Communication Outreach Team
ECT	Electronic Crimes Team
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERAMS	Environmental Radiation Ambient Monitoring System
ERG	Emergency Response Guidebook
ERT	Emergency Response Team
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FedCIRC	Federal Computer Incident Response Center
FEMA	Federal Emergency Management Agency

FERN	Food Emergency Response Network
FIFRA	Federal Insecticide, Fungicide, and Rodenticide Act
FRERP	Federal Radiological Emergency Response Plan
FRPCC	Federal Radiological Preparedness Coordinating Committee
GSA	General Services Administration
HHS	Department of Health and Human Services
HSC	Homeland Security Council
HSOC	Homeland Security Operations Center
HSPD	Homeland Security Presidential Directive
HQ	Headquarters
ICE	U.S. Immigration and Customs Enforcement (DHS)
IIMG	Interagency Incident Management Group
IMAT	Incident Management Assistance Team
IMT	Incident Management Team
INTERPOL	International Criminal Police Organization
IRIS	Integrated Risk Information System
IRT	Incident Response Team
ISAC	Information Sharing Analysis Center
ISC	Interagency Security Committee
JTTF	Joint Terrorism Task Force
LEPC	Local Emergency Planning Committee
LFA	Lead Federal Agency
LRN	Laboratory Response Network
MCA	Mission Critical Area
MOU	Memorandum of Understanding
NAREL	National Air and Radiation Environmental Laboratory
NCC	National Computing Center
NCERT	National Counter-Terrorism Evidence Response Team
NCFL	National Computer Forensics Laboratory
NCP	National Contingency Plan
NEIC	National Enforcement Investigations Center
NFPA	National Fire Protection Association
NHSRC	National Homeland Security Research Center
NICT	National Incident Coordination Team
NIH	National Institutes of Health
NIOSH	National Institute for Occupational Safety and Health
NIPC	National Infrastructure Protection Center
NRT	National Response Team
NSC	National Security Council
NSI	Nationally Significant Incident
NSPD	National Security Presidential Directive
NSSE	National Special Security Event

OAR	Office of Air and Radiation
OARM	Office of Administration and Resources Management
OCA	Off-Site Consequence Analysis
OCEFT	Office of Criminal Enforcement, Forensics and Training
OCEMR	Office of Communications, Education, and Media Relations
OECA	Office of Enforcement and Compliance Assistance
OEI	Office of Environmental Information
OEP	Occupant Emergency Plans
OHS	Office of Homeland Security
OIG	Office of the Inspector General
OIRA	Office of Information and Regulatory Affairs
OPA	Oil Pollution Act
ORIA	Office of Radiation and Indoor Air
OSC	On-Scene Coordinator
OSHA	Occupational Safety and Health Administration
OSWER	Office of Solid Waste and Emergency Response
PAG	Protective Action Guide
PDA	Personal Digital Assistant
PDD	Presidential Decision Directive
PFO	Principal Federal Official
PREP	Preparedness for Emergency Response Exercise Program
PSD	Personal Security Detachment
RCRA	Resource Conservation and Recovery Act
RERT	Radiological Emergency Response Team
RMP	Risk Management Plan
RRLs	Rapid Response Laboratories
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SCADA	Supervisory Control and Data Acquisition
SCIF	Sensitive, Compartmented, Information Facility
SDWA	Safe Drinking Water Act
SERC	State Emergency Response Commission
SIOC	Strategic Information and Operations Center
SIRT	Security Incident Response Team
STE	Secure Terminal Equipment
STU	Secure Telephone Unit
SWGFACT	Scientific Working Group on Forensic Analysis of Chemical Terrorism
TSCA	Toxic Substances Control Act
USAMIRIID	U.S. Army Medical Research Institute for Infectious Diseases
USAO	U.S. Attorneys' Office
USCG	U.S. Coast Guard

USDA	U.S. Department of Agriculture
USMS	U.S. Marshals Service
USNCB	U.S. National Central Bureaus
USPHS	U.S. Public Health Service
USSS	U.S. Secret Service
VAM	Vulnerability Assessment Methodology
VPN	Virtual Private Network
WaterISAC	Water Information Sharing Analysis Center
WITS	Web Interface for Telescience

Executive Summary

Introduction

For over 30 years the U.S. Environmental Protection Agency (EPA) and its partners have made great progress toward a cleaner, healthier environment for the American people. Following the terrorist events of September 11, 2001, and thereafter, EPA's mission expanded beyond safeguarding the natural environment – the air, water, and land – from traditional sources of pollution. With the Nation under a continuing threat from those who seek to harm it, EPA also has the important responsibility of protecting the environment from terrorist acts.

In September 2002, EPA published a *Strategic Plan for Homeland Security (2002 Plan)*. The 2002 *Plan* reflected the deliberations of the Agency's senior leadership regarding the scope of activities that would appropriately support enhanced and challenging homeland security responsibilities. The 2004 *Homeland Security Strategy (2004 Strategy)* furthers the Agency's strategic planning process and updates the earlier plan. Specifically, the 2004 *Strategy* updates the Agency's objectives and planned activities by taking into consideration available resources through Fiscal Year (FY) 2005. It also preliminarily addresses recently issued Presidential Directives and other stakeholder expectations, as well as the evolving role of the Department of Homeland Security (DHS) in homeland security policies and activities that relate to EPA's mission and expertise. Finally, the 2004 *Strategy* catalogues those activities that have been completed since 2002.

Resources

The 2002 *Plan* was purposely written with the assumption of no budgetary constraints. In developing the 2004 *Strategy*, the Agency balanced EPA's known and projected funding and resources through FY2005 against the desired homeland security objectives and key activities. The 2004 *Strategy* reflects the resource levels presented in the FY2004 and FY2005 President's budget and will help to prioritize objectives, activities and resource usage.

Presidential Directives and Expectations

Shortly following the terrorist attacks of September 11, 2001, the White House began issuing Homeland Security Presidential Directives (HSPDs), which task federal departments and agencies with specific responsibilities and communicate presidential decisions concerning national homeland security policy. The White House also issued the *National Strategy for Homeland Security* in July 2002, the purpose of which was to organize the federal, state, and local governments, as well as the private sector and the American people to secure and protect the country from terrorist attacks. The HSPDs, along with National Security Presidential Directives (NSPDs), the *National Strategy for Homeland Security*, and specific homeland security related statutes, provide the foundation for the homeland security activities undertaken

by the federal government. The White House also provides direction and guidance to federal agencies through the Homeland Security Council (HSC) and specific Policy Coordinating Committees.

Where possible, the 2004 *Strategy* addresses EPA's responsibilities as described in the HSPDs, NSPDs, the *National Strategy for Homeland Security*, and related homeland security statutes. However, since several of the HSPDs were issued after the Agency developed its FY2004 and 2005 budget, the *Strategy* does not yet specifically address all taskings included in those HSPDs. Taskings that are not fully addressed in the 2004 *Strategy* will be prioritized and addressed in subsequent iterations. Relevant HSPDs include:

- HSPD 5 *Management of Domestic Incidents*
- HSPD 7 *Critical Infrastructure Identification, Prioritization and Protection*
- HSPD 8 *National Preparedness*
- HSPD 9 *Defense of United States Agriculture and Food*
- HSPD 10 *National Policy for Biodefense*

Evolving Roles and Responsibilities

The Department of Homeland Security was established in early 2003 to lead a unified national effort to secure America. The 2004 *Strategy* reflects DHS's new leadership role in coordinating homeland security activities across the government. As the new Department's roles and responsibilities continue to evolve, it will likely further influence EPA's homeland security strategic planning process.

Unforeseen Threats

As new threats to the Nation continue to evolve, so must the required preparedness and response by the United States. It is critical to note that although EPA has strived to anticipate the activities that the Agency must carry out in order to safeguard human health and the environment from terrorist attacks, new and unforeseen threats may arise that are not specifically addressed by the 2004 *Strategy*.

Relationship to EPA's 2003-2008 Strategic Plan

The 2003- 2008 *EPA Strategic Plan* establishes five long-term Goals and seven Cross-Goal Strategies for the Agency. The Cross-Goal Strategies encompass all Agency programs and environmental media and contribute toward the achievement of all five *Strategic Plan* Goals. Homeland Security is included as a Cross-Goal Strategy. The 2004 *Homeland Security Strategy* identifies the Agency's homeland security objectives and planned activities, each of which supports one or more of the five Goals identified in the *EPA Strategic Plan*.

Organization

The 2004 *Strategy* is organized and formatted in the same manner as the 2002 *Plan*. Each of the four Mission Critical Areas (MCAs) has been retained, as well as the goals (now termed objectives), results, tactical action initiatives (tactics) and key activities (subtactics) structure. The MCAs build upon the Critical Mission Areas identified in the *National Strategy for Homeland Security*, but are focused on activities and strategic challenges specific to EPA. The 2004 *Strategy* includes one new Mission Critical Area, Evaluation, through which EPA will assess the Agency's homeland security progress to ensure an effective and efficient use of resources. Projected completion dates are included for most tactics and subtactics. Items that have been completed since the release of the 2002 *Plan* are labeled accordingly.

Below is a brief description of each of the five Mission Critical Areas.

Critical Infrastructure Protection

EPA has unique programmatic responsibilities and expertise related to the water and wastewater industries and has been designated as the lead federal agency for coordinating the protection of critical infrastructure for the water sector. EPA is committed to assessing and reducing vulnerabilities and strengthening detection and response capabilities in this area. In addition, EPA will contribute to similar efforts led by other federal agencies addressing sectors such as the chemical, food, transportation, and energy sectors. EPA also will provide environmental expertise to support federal law enforcement activities. Further, EPA is working to improve compliance monitoring and surveillance of imports of dangerous chemicals, waste and materials at more than 300 ports of entry across the country.

Preparedness, Response, and Recovery

Under the *National Strategy for Homeland Security* and various federal response plans, EPA has specific response and recovery responsibilities. EPA emergency responders play a vital role in the federal response to any chemical, biological, radiological, or nuclear terrorist events. EPA will continue to focus on strengthening its response capabilities, clarifying roles and responsibilities to ensure an effective response, and promoting improved response capabilities across government and industry in the areas in which the Agency has unique knowledge and expertise.

Communication and Information

Comprehensive, accurate, well-organized, and timely information is critical to sound decision-making. EPA possesses unique capabilities to collect, synthesize, interpret, manage, and disseminate complex information related to human health and the environment. Effectively

managing and sharing this information within the Agency and with EPA's partners at all levels of government and industry will contribute to the Nation's homeland security capabilities.

Protection of EPA Personnel and Infrastructure

The security and protection of personnel and infrastructure are critical to ensuring EPA's ability to respond to terrorist incidents as well as continue to fulfill the Agency's mission. In recognition of this, EPA has undertaken steps to safeguard and protect employees, ensure the continuity of operations, and protect Agency facilities nationwide.

Evaluation

Internal evaluations of Agency activities are important for identifying areas needing improvement to promote efficient use of EPA's resources. EPA will conduct internal studies and evaluations of its homeland security activities and determine if the Agency is achieving the desired objectives described in the 2004 *Strategy*.

Accomplishments

The Agency has accomplished a great deal in the area of homeland security as is reflected by the completions noted in the 2004 *Strategy*. Below is a brief listing by Mission Critical Area of some of the key accomplishments.

Critical Infrastructure Protection

- Developed and implemented a water sector vulnerability assessment process and issued \$140 million in water security grants
- Developed water sector Response Protocol Toolbox and initiated security training
- In collaboration with DHS and HHS, deployed and activated BioWatch
- Established National Counter-Terrorism Evidence Response Teams
- Established a National Homeland Security Research Center
- Signed a Memorandum of Understanding with the U.S. Customs and Border Protection to ensure seamless information sharing of environmental compliance and enforcement data

Preparedness, Response, and Recovery

- Developed an EPA National Approach to Response, which directs EPA coordination in the event of multiple terrorist incidents occurring, and assisted in the development of the National Incident Management System
- Initiated environmental laboratory response capacities and capabilities assessment
- Continued to broaden expertise on pesticide and industrial chemicals

- Continued to develop new technologies for sampling and analysis, decontamination, and risk assessment

Communication and Information

- Developed draft criteria and guidance for sensitive information
- Developed both internal and external incident communications protocols
- Established a Center for Strategic Environmental Enforcement
- Instituted new technologies for enhancing communications during incidents

Protection of EPA Personnel and Infrastructure

- Updated Occupational Emergency Plans
- Established minimum regional COOP requirements
- Upgraded EPA's Emergency Operations Center
- Completed physical security vulnerability assessments for EPA Security Level 4 and 3 facilities

Next Steps

Future Updates

Future updates of EPA's *Homeland Security Strategy* are likely as the nation's security needs continue to evolve in a dynamic threat environment, as changes occur in Administration priorities, and as EPA conducts the budgetary planning process for FY2006 and beyond.

Implementation Tracking System

In addition to listing the homeland security activities planned for 2004 and 2005, the *Strategy* also accounts for the activities that have been completed since 2002. The presentation of completed items, however, is limited in scope and function. For example, it does not have the functional capability to allow users to sort the information electronically and generate desired reports. As a result, the Administrator's Office of Homeland Security is exploring the development of an implementation tracking database of the objectives, tactics, and key activities presented in the 2004 *Strategy*.

Exhibit 1: EPA's Homeland Security Objectives

Critical Infrastructure Protection Objectives

1. EPA will work with the states, tribes, drinking water and wastewater utilities (water utilities), and other partners to enhance the security of water and wastewater utilities and the ability to respond effectively to security threats and breaches.
2. As requested, EPA will support the Department of Homeland Security (DHS) and other federal agencies in implementing the responsibilities and functions assigned by Homeland Security Presidential Directives (HSPDs) and National Security Presidential Directives (NSPDs) on matters related to EPA's mission and critical infrastructure.
3. EPA will work with other federal agencies, the building industry, and other partners to help reduce the vulnerability of indoor environments in buildings to chemical, biological, and radiological (CBR) incidents.
4. EPA will help to ensure that critical environmental threat monitoring information and technologies are available to the private sector, federal counterparts, and state and local government to assist in threat detection.
5. EPA will be an active participant in national security and homeland security efforts pertaining to food, transportation, and energy.
6. EPA will manage its federal, civil, and criminal enforcement programs to meet its homeland security, counter-terrorism, and anti-terrorism responsibilities under the *National Strategy for Homeland Security*, *Homeland Security Act of 2002*, Presidential Executive Orders, Homeland Security Presidential Decision Directives (HSPDs), and environmental civil and criminal statutes in accordance with the National Response Plan and the EPA National Approach to Response.
7. EPA will identify the Agency's critical infrastructures, assess their vulnerabilities, and take appropriate mitigation under PDD 63, HSPD 7, and the Project Matrix methodology.

Preparedness, Response, and Recovery Objectives

1. Consistent with HSPD 8, EPA will be prepared to respond to and recover from a major terrorist incident anywhere in the country. To do this, the Agency will maintain trained personnel and effective communications, ensure practiced coordination and decision-making, and provide the best technical tools and technologies to address threats.
2. EPA will assist in the development of a comprehensive National Response Plan for management of all domestic incidents.
3. In accordance with HSPDs 5 and 8, EPA will support and develop the preparedness of state, local, and tribal governments and private industry to respond to, recover from, and continue operations after a terrorist attack.
4. EPA will contribute its unique perspective to advance the state of the knowledge in the areas relevant to homeland security to provide responders and decision-makers with tools and the scientific and technical understanding they need to manage existing or potential threats to homeland security.

Communication and Information Objectives

1. EPA will use best available environmental information from internal and external sources to ensure informed decision-making and appropriate response.
2. EPA will effectively disseminate timely, quality environmental information to all levels of government, industry, and the public, allowing them to make informed decisions about human health and the environment.
3. EPA will classify, declassify, safeguard, manage, and destroy all national security information in accordance with Executive Order 12958, as amended by Executive Order 13292; and exchange information with other federal, state, and local assets to prevent, deter, and respond to terrorist threats or attacks; and improve and streamline personnel security services to ensure employees are granted and maintain active security clearances in a timely manner.
4. EPA will continuously and reliably communicate with employees and managers.

Protection of EPA Personnel and Infrastructure Objectives

1. EPA will safeguard its employees.
2. EPA will ensure the continuation of the Agency's essential functions and operations.
3. EPA will maintain a secure technology infrastructure capable of supporting lab data transport and analysis functions, 24x7 telecommunications to all EPA locations, and management of critical data and information.
4. EPA will ensure that the Agency's physical structures and assets are secure and operational.

Evaluation Objective

1. EPA will add to knowledge, verification, or action contributing to reduction or elimination of infrastructure and other security risks or challenges.

EPA's Strategic Objectives in Homeland Security

I. Critical Infrastructure Protection

Strategic Objectives, Tactical Action Initiatives, and Benchmarks

Defending the nation's critical infrastructure is essential to protecting the public in the event of a terrorist attack on the United States. The *National Strategy for Homeland Security* and the Homeland Security Presidential Directive (HSPD) 7, *Critical Infrastructure Identification, Prioritization and Protection*, designate EPA as the lead federal agency for protecting the nation's water sector critical infrastructure. Also, HSPD 9, *Defense of United States Agriculture and Food*, directs EPA to develop a comprehensive, nationwide biosurveillance program for water and a laboratory network to support such a program.

EPA's strategic objectives for critical infrastructure protection reflect the Agency's role in safeguarding public health and safety by supporting improved security measures for the water sector. Specifically, EPA will provide support to drinking water and wastewater utilities by placing an emphasis on preparedness and prevention, and by assisting those responsible for assessing and reducing vulnerabilities and maximizing response capabilities. In addition, EPA will continue to develop guidance, training, tools, and technologies to improve key responders' abilities to support the nation's water sector critical infrastructure.

EPA also provides support in other areas of the nation's critical infrastructure for which the Agency has experience and capabilities. As requested, EPA will provide technical expertise to other governmental agencies and the private sector to prevent, reduce, mitigate, and recover from terrorist attacks on sectors such as the chemical, food, transportation, and energy resource sectors. In addition, EPA will manage its federal, civil, and criminal enforcement capabilities to respond to any terrorist threats and actions that violate the nation's environmental laws. EPA will also protect its own critical infrastructures in accordance with PDD 63, HSPD 7, and the Project Matrix Methodology.

OBJECTIVE 1 ⇒ EPA will work with the states, tribes, drinking water and wastewater utilities (water utilities), and other partners to enhance the security of water and wastewater utilities and the ability to respond effectively to security threats and breaches.

Under both the Safe Drinking Water Act (SDWA) and the Clean Water Act (CWA), EPA works closely with other government agencies, and water utilities to ensure clean and safe water. Under the *Public Health Security and Bioterrorism Preparedness and Response Act of 2002*, community

water systems that serve more than 3,300 people are required to undertake vulnerability assessments by June 30, 2004 and revise or develop emergency response plans six months later.¹

As the federal lead for the water sector, EPA will build on its long established relationships with drinking water and wastewater utilities, water-related government entities, and associations to ensure that the water sector has the technical tools and support necessary to address security needs. EPA, in coordination with key partners and through lessons learned from security efforts already underway, will continue to identify security concerns that present the greatest risks to the water sector and to ensure that the water sector and others that support or rely on the sector understand security threats and vulnerabilities as well as the measures that can be adopted to reduce risk.

TACTICS

1.1 EPA, working with the water sector, will develop measurable goals for critical water infrastructure protection efforts, will utilize available sources of information to analyze water sector security activities against appropriate measures, and will revise approaches and actions, as necessary.

RESULTS

By the end of FY2005, the water sector will have in place key indicators to clearly measure water security results and achievements.

1.1.1 Indicator Development and Implementation

- Work with the water sector to develop measures that are consistent with the Agency's overall Strategic Plan as well as its specific Homeland Security Strategy.
- Work with the water sector to enlist the participation and involvement of principals (e.g., states, localities, water utilities) and ensure their commitment to the indicators that measure the water sector's security results and achievements.
- Work with water sector partners to develop standards for incorporating security measures in drinking water and wastewater facility design and construction. (FY2005)

1.2 EPA will continue to provide assistance on security-related issues to the water sector and others who support or rely on the sector, and ensure that such assistance reflects the most up-to-date information.

RESULTS

By the end of FY2005, drinking water and wastewater utilities across the country will have the tools and training to improve preparedness and emergency response plans, and access timely threat analysis information (e.g., WaterISAC). Related sectors, such as law enforcement, emergency response, public health officials, medical practitioners,

¹The respective statutory deadlines for the submission of vulnerability assessments are as follows: (1) systems serving more than 100,000 people, March 31, 2003; (2) systems serving between 50,000 and 100,000 people, December 31, 2003; (3) systems serving between 3,300 and 50,000 people, June 30, 2004.

environmental laboratories, and other governmental entities, will have improved tools and associated training to better support the water sector.

1.2.1 Tools and Guidance

- Develop guidance and tools on how to conduct vulnerability assessments, prepare emergency response plans, and address threats from terrorist attacks or other intentional actions. In FY2002, work with partners to develop and distribute initial outreach materials, guidance, and tools for all drinking water systems and all wastewater utilities. Completed.
- Complete and disseminate guidance for drinking water systems serving less than 3,300 persons. (FY2004)
- Enhance existing security enhancement guidance by adding information on security enhancement product categories. (FY2004)
- Initiate deployment of the Water Contaminant Information Tool to provide easy access to key information on priority contaminants, and develop components of the Tool including data on treatability and toxicity levels. Revise periodically as new information becomes available. (FY2004)
- Develop and disseminate a compendium of environmental laboratory capability to analyze water samples, and identify mechanisms for enhancing laboratories' emergency response capacity. Revise periodically as new information becomes available. (FY2005)
- Consult with appropriate departments and agencies of the federal government and provide baseline information on the kinds and potential impacts of terrorist attacks or other intentional actions that are probable threats to community water systems and wastewater utilities. Completed.
- In FY2003, provide information to states, tribes, utilities, and associations on effectiveness of security improvements to reduce risk and address threats. Completed.

1.2.2 Training

- Provide training and technical assistance to water utilities on threats, initial security measures, vulnerability assessments, emergency response plans, and other related security issues. Include training to build expertise in states and other appropriate organizations sufficient to provide technical assistance to utilities. Begin in FY2002, and continue training in subsequent fiscal years. Provide financial assistance to states to support training and technical assistance for small and medium drinking water systems. Otherwise, support training directly. Completed.
- Provide training and technical assistance to drinking water and wastewater utilities on preparing and updating vulnerability assessments, adopting security measures, and preparing/revising emergency response plans. Focus training on technical, financial, and managerial capacity building. Include training to build expertise in states and other appropriate organizations sufficient to provide technical assistance to utilities.

- Working with the appropriate agencies, EPA programs, and stakeholders, support simulations and emergency response exercises in FY2004 and subsequent years.
- Provide training on the Response Protocol Toolbox (see Tactic 1.3, Protocols) for water utilities and other emergency responders. (FY2005)
- Establish official relationship with national level law enforcement organizations to provide cross training with water sector. (FY2005)
- Support the Physician On-Line Reference Guide to Recognizing Waterborne Diseases and the Health Effects of Water Pollution. (FY2004)
- Do performance evaluations with environmental laboratories. Develop and provide training on analytical methods as new information becomes available. (FY2005)
- Conduct a risk communication workshop for water utilities, public health officials, laboratories, and other relevant stakeholders to share experiences on crisis management and develop educational materials. (FY2004)

1.2.3 Financial Assistance to Systems, States, and Tribes

- In FY2002, provide \$53 million in financial assistance to support approximately 400 large drinking water system vulnerability assessments, and/or designs for security upgrades and/or emergency response plans. Completed.
- Provide guidance on ways to finance security enhancements through training on financing options. (FY2005)
- Develop public/private partnership with business community to provide low-cost security enhancements to drinking water systems. (FY2004)
- Provide financial support to states and tribes to coordinate with other homeland security activities. (FY2004)

1.2.4 Information Analysis, Sharing and Protection

- Assist the water sector in maintaining a secure Water Information Sharing and Analysis Center (WaterISAC) to exchange and analyze threat and incident information and to serve as a clearinghouse for sensitive information.
- Ensure coordination with the Department of Homeland Security and other appropriate departments and agencies of the federal government in reviewing and updating threat, response preparedness, and vulnerability information. Use such information to develop bulletins, advisories, and fact sheets to be provided, as appropriate, to water utilities and response agencies using secure technologies, e.g., the WaterISAC.
- Build partnerships with appropriate organizations (including states, local law enforcement, and water utilities) to encourage appropriate citizen action to alert authorities of suspicious activities around water and wastewater infrastructure. (FY2005)
- Disseminate research results and other security related information through conferences and postings on the WaterISAC, as appropriate.
- In accordance with protocol established in 2002, maintain security of vulnerability assessments sent to EPA.

- Implement a vulnerability assessment compliance review process. (FY2004)
- Review available vulnerability assessments to develop aggregate data to guide EPA's assistance, research, and technical support to water systems. (FY2004)
- In FY2003, develop and implement a vulnerability assessment review process and enforcement policy. Completed.
- In FY2003, in consultation with appropriate federal law enforcement and intelligence agencies, develop protocols to store and protect copies of vulnerability assessments submitted by community water systems. Completed.

1.2.5 Embedding Security into "Business as Usual"

- Identify how to integrate water utility security activities into traditional water and wastewater program activities (e.g., operator certification, inspections, treatment optimization, and asset management) and provide appropriate guidance and training. (FY2005)
- Identify the multiple benefits of security enhancements and technologies for water quality improvements. (FY2005)

1.3 **EPA will develop tools to better prevent, detect, mitigate, and/or recover from potential physical, cyber, chemical, biological, and radiological attacks to water utilities. EPA will prioritize the development of technical support based on the water sector's top vulnerabilities.**

RESULTS

By the end of FY2005, water utilities, key response agencies, and policymakers will have an array of tools to help make timely and effective analytical and technological decisions to enhance security, detect attacks, and respond to/recover from incidents.

1.3.1 Research/Technology Development Planning and Implementation

- Develop a water utility security research plan in the first quarter of FY2003. The research plan will build on information gathered in the FY2002 interagency assessment of the state of knowledge on drinking water contaminants, the ability to detect them, and the effectiveness of various treatment methods to counteract them. Completed.
- Begin implementation of interim priority research projects in FY2002, review and update the plan on an annual basis, and continue implementation through FY2005.

1.3.2 Technology Development and Testing

- Expand the availability and the use of models to predict/track the fate and transport of contaminants in surface waters and water distribution systems. Improve capability to use models to enhance decision-making on security improvements (e.g., placement of contaminant detection and prevention devices). (FY2005)
- Coordinate with other agencies to develop innovative mobile treatment and pumping units for use during emergency situations. (FY2005)

- Work with water utilities to develop and implement at least three and up to five pilot testing programs in FY2003 to evaluate promising technologies. Completed.

1.3.3 Monitoring, Analysis and Surveillance Technologies

- Develop the conceptual framework for creating a nationwide monitoring and surveillance program for water utilities that would provide early warning in the event of a terrorist attack, and implement as resources become available.
- Develop the conceptual framework for a water laboratory alliance that would enhance the nation's ability to monitor and respond to a terrorist attack, and implement as funds become available.
- Update and maintain the on-line National Environmental Methods Index and its associated expert system to include laboratory methods that can be used in analyzing priority contaminants. (FY2004)
- Support the development of methods and sampling kits for the detection and analysis of biological and chemical contaminants in water.
- In collaboration with other agencies, build on the existing disease surveillance network to detect and control disease outbreaks by more effectively linking public health and water system data.
- Develop guidelines for wastewater utilities on the safe and effective analysis, treatment, and disposal of decontaminated waste. (FY2004)
- Disseminate surveillance technologies, analytical methods, and other critical information through mechanisms identified under 1.2.1 (e.g., Security Product Guide) and 1.2.4 (e.g., Water ISAC or the Homeland Security Information Network). (FY2004 and 2005)

1.3.4 Protocols

- Finalize the Response Protocol Toolbox, a modular guidance document for drinking water and wastewater utilities, laboratories, and first responders, on how to prepare for, respond to, and recover from water contamination threats. (FY2004)
- Finalize guidance on developing/revising emergency response plans. (FY2004)
- Evaluate cyber security issues as they relate to Supervisory Control and Data Acquisition (SCADA) and other computer-assisted systems for water utilities. (FY2004)
- Assess approaches that can be used to assure continuity of supply. (FY2004)

1.3.5 Threat Identification

- Develop, in consultation with appropriate federal agencies and organizations, a baseline threat document for wastewater utilities and revise, as appropriate, the existing drinking water threat document. (FY2004)
- Analyze implications of sector interdependencies and meet with relevant sectors (e.g., the transportation, energy, and telecommunications sectors) and related federal, state, and local agencies to identify collaborative opportunities to reduce risk. (FY2004)

1.4 EPA will work with stakeholders to identify the research and development needs in the areas of water security and rapid risk assessments to enhance the security of water and wastewater utilities.

See MCA 2, Objective 4, Tactics 4.3 and 4.4 for tactics and results.

OBJECTIVE 2 ⇒ As requested, EPA will support the Department of Homeland Security (DHS) and other federal agencies in implementing the responsibilities and functions assigned by Homeland Security Presidential Directives (HSPDs) and National Security Presidential Directives (NSPDs) on matters related to EPA’s mission and critical infrastructure.

HSPDs and NSPDs task federal departments and agencies, including EPA, with specific homeland security responsibilities either directly, or in support of another department or agency (e.g., DHS).

TACTICS

2.1 As requested and within resource constraints, EPA will support and provide assistance to DHS and other federal departments and agencies in carrying out their critical infrastructure protection activities for recently issued and future HSPDs and NSPDs related to EPA’s mission (e.g., the chemical sector and the food and agriculture sector).

RESULTS

EPA provides the requested support and assistance to DHS and other federal departments and agencies.

HSPD 5, *Management of Domestic Incidents*, is intended to enhance the ability of the U.S. to manage domestic incidents by establishing a National Incident Management System (NIMS) and designating the Secretary of the Department of Homeland Security as the Principal Federal Official (PFO) to coordinate federal resources used in response to or recovery from terrorist attacks, major disasters, or other emergencies in specific cases. This directive also assigns specific responsibilities to the Attorney General, Secretary of Defense, Secretary of State, the Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs, and directs the heads of all federal departments and agencies to provide their full and prompt cooperation, resources, and support as consistent with their own responsibilities for protecting national security. EPA will be called upon to provide agency-specific expertise and support whether it is a terrorist attack, other intentional criminal act or a natural disaster.

HSPD 7, *Critical Infrastructure Identification, Prioritization, and Protection*, establishes a national policy for federal departments and agencies to identify and prioritize the nation’s critical infrastructure and key resources and protect them against terrorist attacks. DHS is

responsible for coordinating the overall national effort. DHS is also responsible for coordinating protection activities for specific critical infrastructure sectors, such as the chemical sector. Given EPA's expertise and statutory responsibilities related to the chemical sector, DHS may request assistance from EPA as it implements the tasks specified in HSPD 7.

HSPD 9, *Defense of United States Agriculture and Food*, establishes a national policy to defend the agriculture and food system against terrorist attacks, major disasters, and other emergencies. HSPD 9 includes responsibilities for which EPA is directed to work in cooperation with other federal departments and agencies, such as the Department of Agriculture and Health and Human Services.

HSPD 10 (also NSPD 33), *National Policy for BioDefense*, establishes a national policy to prevent, protect against, and mitigate biological weapons attacks. HSPD 10 directs EPA to work in coordination with the Attorney General and the Departments of Defense, Agriculture, Labor, Health and Human Services, and Homeland Security to develop specific standards, protocols, and capabilities to address the risks of contamination following a biological weapons attack and to develop strategies, guidelines, and plans for decontamination of persons, equipment, and facilities. (Unclassified Text)

2.1.1 Under HSPD 5, provide staffing to the Department of Homeland Security (DHS) national Homeland Security Operations Center (HSOC) and the Interagency Incident Management Group (IIMG) as called for in the Initial National Response Plan, dated September 30, 2003, to serve as agency subject matter experts with reach-back capability during heightened alert levels and during surge periods. Completed.

OBJECTIVE 3 ⇒ EPA will work with other federal agencies, the building industry, and other partners to help reduce the vulnerability of indoor environments in buildings to chemical, biological, and radiological (CBR) incidents.

EPA will utilize existing statutory responsibilities under the Clean Air Act (CAA) and the Comprehensive Environmental Response, Compensation, and Liability Act, as amended (CERCLA) to support and develop the preparedness of state and local governments and private business and industry to respond to, recover from, and continue operations following a terrorist attack. As outlined in this strategy, EPA will work with other agencies to ensure that building air protection guidance is produced and widely disseminated and that training on such guidance is available. In support of efforts expected to be undertaken by the Department of Homeland Security, EPA will also work with its partners in other federal agencies, academia, industry organizations, and public health organizations to identify and conduct research on needed technologies, as appropriate.

TACTICS

- 3.1 EPA will work with other federal agencies to ensure that building protection guidance is produced.** Completed.

RESULTS

Building managers will have the basic tools they need to adequately protect their buildings from the threats of CBR terrorism by FY2003. Target audiences in the building community will have access to more in-depth guidance on topics of concern for protecting their buildings by FY2004.

- 3.1.1** Work with federal partners on the Office of Homeland Security Building Air Protection Work Group (“the Work Group”) to produce guidance for protecting building environments from airborne chemical, biological, or radiological attacks. Completed.
- 3.1.2** Work with federal partners on the Work Group to produce additional in-depth guidance on specific topics related to protecting building environments from airborne chemical, biological, or radiological attacks. Completed.
- 3.2 EPA will work with federal partners and non-governmental organizations to review utility of any guidance developed and solicit input, through an invitational workshop, to learn of additional areas where federal guidance would be valuable.** Completed.

RESULTS

A workshop of invited private sector participants will be convened in FY2003 to solicit their views on additional areas of in-depth guidance needed to provide adequate building protection. Completed.

- 3.3 EPA will work with other federal and non-federal agencies to compile a list of existing information resources on building air protection.** Completed.

RESULTS

An inventory of existing federal guidance will be developed by the end of FY2002. Completed.

- 3.3.1** Work with other federal agencies to prepare an inventory of existing federal guidance on this topic. Completed.
- 3.3.2** Explore the feasibility of inventorying non-federal resources on this topic. Completed.
- 3.4 EPA will work with other federal agencies to determine whether means currently exist to evaluate the efficacy and feasibility of new technologies proposed for use in buildings to protect occupants from possible terrorist threats.**

RESULTS

By the end of FY2003, the Office of Homeland Security Building Protection Work Group will develop a process for assessing new building protection technologies.

3.4.1 Through the Work Group and OHS infrastructure, develop a process to identify candidate technologies for review by knowledgeable federal authorities and give feedback to inquiring members of the buildings community.

3.5 **EPA will work with other federal agencies to ascertain whether guidance should be developed for the public on how to protect themselves while in their residences from possible biological, chemical, or radiological attacks.** Completed.

RESULTS

An OHS Building Air Protection Work Group document will be developed in FY2003 that gives guidance on how the public can protect themselves while in their residences.
Completed.

3.5.1 Through the OHS interagency Work Group, develop residential guidance for the public. Completed.

3.6 **In cooperation with other federal agencies, support the DHS Building Protection Work Group to coordinate research strategies on building air protection.**

RESULTS

Work Group participants will brief the research strategy of their agency to the entire Work Group. Steps leading to a comprehensive federal inventory of research planned or underway will be developed to aid in directing resources to filling critical information gaps.

3.7 **EPA will work with stakeholders to identify the necessary research and development in the areas of building security and rapid risk assessments to reduce the vulnerability of indoor air environments to chemical, biological and radiological incidents.**

See MCA II, Objective 4, Tactics 4.1 and 4.4 for tactics and results.

OBJECTIVE 4 ⇒ EPA will help to ensure that critical environmental threat monitoring information and technologies are available to the private sector, federal counterparts, and state and local government to assist in threat detection.

EPA will work closely with other federal and state agencies with threat detection responsibilities to ensure that EPA's existing monitoring expertise, standards, capabilities, and data are appropriately integrated into their efforts to detect terrorist threats. In addition, air monitoring may provide valuable and timely data to detect anomalies in the ambient air that may indicate if further, more detailed, analysis is warranted.

TACTICS

4.1 In support of the Department of Homeland Security, EPA will work with the states, tribes, and other federal agencies to develop and implement BioWatch, a system utilizing EPA's air monitoring infrastructure to detect potential biological threats in the ambient air.

RESULTS

By FY2003, EPA's ambient air monitoring data will be fully available to DHS as part of the BioWatch air monitoring system. Assuming funding availability, EPA will begin enhancing its ability to collect ambient air monitoring data on a near real-time basis. The enhancement process may be implemented by the end of FY2008.

- 4.1.1 Provide support to other federal agencies on their biological detection monitoring.
- 4.1.2 Along with DHS and HHS, deploy BioWatch system in 31 U.S. cities. Completed.
- 4.1.3 Enhance real-time monitoring capabilities, if needed, at selected sites within current monitoring network for reporting indicators threats to the ambient air.
- 4.1.4 EPA will work with its partners regarding the implementation of the system, including the procedures for responding to anomalies when they are detected. (FY2004)

4.2 EPA will utilize the current monitoring infrastructure to provide filters or historical data to other federal agencies, upon request. Completed.

RESULTS

Beginning in FY2002, EPA will provide particulate filters and historical data to other federal agencies, as requested. Completed.

- 4.2.1 Provide particulate filters to Sandia National Laboratory for analysis of biological agents. Completed.

OBJECTIVE 5 ⇒ EPA will be an active participant in national security and homeland security efforts pertaining to food, transportation, and energy.

While other federal departments and agencies have primary responsibility for these sectors, EPA has relevant authorities and expertise to complement their efforts. The Agency will use the knowledge and experience it has gained in implementing and enforcing the nation's environmental laws (which address pesticides and toxic substances, air and water pollution, drinking water, hazardous waste, and emergency preparedness and response, among other issues) to contribute to the federal government's efforts to secure the nation's food, transportation, and energy infrastructure.

TACTICS

5.1 EPA is working with the U.S. Immigration and Customs Enforcement (ICE), the U.S. Coast Guard, and state agencies such as the Council of Radiation Control Program Directors (CRCPD) to prevent the importation of unwanted radioactive materials into the United States.

RESULTS

Provide assistance to its partners to monitor and prevent entry into U.S. seaports of radioactively contaminated scrap metal. EPA will also collect data on the frequency with which this scrap metal is imported into the U.S., the types of metals and the quantity, source, and intended destination.

5.1.1 Work with ICE to develop and refine radiation detection methods in international scrap metal shipments coming into the U.S. as well as developing protocols with other federal agencies, states, private sector concerns, and the public. (FY2004)

5.1.2 Collect data on the frequency with which radioactively contaminated scrap metal is imported into the United States and the costs associated with management of this problem. (FY2004)

5.2 EPA will work with U.S. Customs and Border Protection (CBP) to ensure compliance with entry and import permits and to create a seamless information-sharing system that allows for coordinated communication among themselves, and also the broader law enforcement and intelligence gathering community.

RESULTS

In FY2003, EPA and CBP will sign a Memorandum of Understanding (MOU) to create a seamless information-sharing system between the two agencies designed to provide real-time access to data necessary for compliance and enforcement decision-making. In FY2003, EPA will also develop an integrated enforcement strategy for imports/exports of toxic and hazardous materials, pesticides, and waste, including a process for referring cases from CBP and ICE to EPA for enforcement. (MOU signed on January 15, 2003.)

5.2.1 Improve EPA data infrastructure and intelligence gathering capabilities and links to ICE and other law enforcement databases.

- 5.2.2 EPA will work with CBP to increase compliance monitoring and civil/criminal enforcement of environmental laws at the border.
- 5.2.3 Improve EPA information sharing with the FBI, DHS, and other law enforcement agencies, as well as the intelligence community, in cases involving threats or suspected acts of terrorism or other intentional criminal acts under the environmental statutes or threats/acts against critical infrastructure protected by EPA. Completed.

5.3 EPA will work with the other federal departments/agencies, state and local governments, and the private sector to help protect the nation's food supply from biological and chemical contamination due to acts of terrorism.

RESULTS

In FY2004 and FY2005, EPA will continue to participate in interagency workgroups established to protect the nation's food supply from biological, chemical, and radiological contamination. EPA has the statutory authorities to license pesticides in/on food and products used to inactivate biowarfare agents or novel pathogens on inanimate surfaces and EPA has the responsibility to ensure safe drinking water. Under HSPD 9 (Defense of United States Agriculture and Food), DHS, USDA, and HHS must coordinate with EPA to develop strategies for mitigating and responding to major crop/livestock diseases and pests, for decontaminating premises, and for ensuring safe drinking water (for drinking water activities, see Mission Critical Area I, Objective 1, Tactic 1.3 and Mission Critical Area II, Objective 4, Tactic 4.3).

- 5.3.1 Participate in interagency activities designed to deter/prevent contamination and disruption of crop and livestock production and the food supply.
- 5.3.2 Assist the U.S. Department of Agriculture (USDA), the Food and Drug Administration (FDA), and the Centers for Disease Control and Prevention (CDC) in development of a secure, electronic communication system for federal, state, and local governments that deal with food, using EPA's water utility system as a model. Completed.
- 5.3.3 Share EPA's plans for protection and preparedness with the federal food agencies. Completed.
- 5.3.4 Provide other food agencies with a list of contacts. Completed.
- 5.3.5 Participate in preparedness exercises conducted by other federal agencies related to food and water incidents. Completed.

5.4 EPA will work with other federal, state, and local food agencies to share and strengthen current laboratory methodologies and capacities to respond to food-contamination emergencies.

RESULTS

In FY2003 and FY2005, EPA will coordinate with other agencies and increase lab capabilities to deal with these emergencies.

- 5.4.1** Upgrade existing EPA laboratory capabilities to deal with food and environmental contaminants. (FY2004-FY2005)
- 5.4.2** Participate in the USDA/FDA chaired Food Emergency Response Network (FERN). Serve as members of the National Food Laboratory Steering Committee, the FERN Governance Committee, and the FERN Methods Development and Validation Work Group.
- 5.4.3** Work with other federal food agencies in the FERN to: 1) identify laboratories, 2) assess capabilities, and 3) develop methods to evaluate chemical contamination of food.

OBJECTIVE 6 ⇒ EPA will manage its federal, civil, and criminal enforcement programs to meet its homeland security, counter-terrorism, and anti-terrorism responsibilities under the *National Strategy for Homeland Security, Homeland Security Act of 2002, Presidential Executive Orders, Homeland Security Presidential Decision Directives (HSPDs), and environmental civil and criminal statutes in accordance with the National Response Plan and the EPA National Approach to Response.*

EPA enforcement programs monitor compliance with and enforce a number of environmental statutes and associated regulations that can be important in homeland security efforts. Compliance and enforcement efforts in the accident and spill prevention regulatory programs can help assure that facilities take steps that are important in preventing unanticipated releases of materials harmful to public health or the environment and that such facilities are prepared to address the results of such an event. Enforcement of regulatory requirements related to manufacturing, distribution, and sales of pesticides and toxic substances can help assure that these materials stay out of the hands of criminals. Enforcement of regulatory requirements related to the generation, transportation, treatment, storage, and disposal of hazardous waste and substances can help assure that these materials stay out of the hands of criminals and protect the public health and the environment. Enforcement of emergency planning requirements can assure that facilities and first responders have the information necessary to respond to emergencies safely and efficiently. Enforcement of import/export laws can help assure that hazardous materials are not imported for illegal purposes.

The Agency's criminal enforcement program has the lead responsibility within EPA for crimes related to environment statutes. Terrorist threats or attacks are criminal acts. The intentional, unauthorized, release of a chemical or hazardous material, whether chemical, biological, or radiological is a crime. The motive determines whether the crime is an environmental crime or a terrorist act. Many times the motive for an intentional release is not immediately clear. As such, they are investigated by the federal government as a violation of any number of different federal

laws, including the criminal provisions of the nation's environmental laws, which are investigated by EPA Special Agents pursuant to title 18, United States Code, section 3063.

In general, under the provisions of HSPD 5, HSPD 7, HSPD 9, PDD 39, PDD 62 and the NRP, the Secretary of the Department of Homeland Security, the Attorney General, and other officials can call upon EPA law enforcement and technical resources, as well as response assets to be used for detection, preparation for, prevention, protection, as well as response to and recovery from a terrorist threat or attack.

TACTICS

6.1 EPA will fulfill its homeland security roles and responsibilities under the *National Strategy for Homeland Security, Homeland Security Act of 2002, Presidential Executive Orders, Homeland Security Presidential Directives (HSPDs), and environmental civil and criminal statutes in accordance with the National Response Plan and the EPA National Approach to Response to respond to requests for law enforcement support by the FBI or DHS to detect, prepare for, prevent, protect, and respond to terrorist attacks.*

RESULTS

By end of FY2003, EPA will have a counter-terrorism team trained to collect forensic evidence and respond in a hazardous environment. This team will be capable of being deployed to an incident within 12 hours after notification by the FBI or DHS. This capability is also incorporated into the EPA National Approach to Response Policy that provides a more integrated Agency-wide response to requests for support.

- 6.1.1** Develop four, five-member EPA Office of Criminal Enforcement, Forensics, and Training (OCEFT) National Counter-Terrorism Evidence Response Teams (NCERT) to provide criminal, investigative, and technical environmental crime scene support to the FBI, DHS, or EPA emergency responders. Completed.
- 6.1.2** Develop a three-member Training/National Enforcement Investigations Center Counter-Terrorism Response Team (CTRTR) to provide NCERT personnel and other law enforcement agencies with civilian technical/scientific threat assessment/response support.
- 6.1.3** Train OCEFT/NCERT and CTRTR personnel to deliver law enforcement support to the DHS and/or USSS in the direct protection of critical infrastructure during National Special Security Events (NSSEs). Completed.
- 6.1.4** OECA will provide criminal investigative technical support to the FBI Joint Terrorism Task Forces (JTTFs) throughout the United States, which support local, county, state, and federal efforts to identify or detect, protect, prepare, prevent, and respond to threats/attacks on or to water systems as needed. Completed.

- 6.2 EPA will maintain an active presence at the FBI Strategic Information and Operations Center (SIOC), which houses the National Joint Terrorism Task Force (NJTTF) and the DHS national Homeland Security Operations Center (HSOC) with personnel familiar with and knowledgeable about EPA's programs and capabilities in order to provide critical environmental threat monitoring information to law enforcement and other agencies to ensure that EPA's existing monitoring expertise, standards, capabilities, and data are appropriately integrated into their efforts to detect terrorist attacks.**

RESULTS

Beginning in FY2002, EPA will provide personnel to the FBI's NJTTF and the DHS HSOC.

- 6.2.1** In FY2002, assign one EPA CID Special Agent to the NJTTF to act as a bridge between EPA programs and the FBI Counter Terrorism Division, including the Weapons of Mass Destruction Operations Unit, Countermeasures Unit and the Hazardous Materials Response Unit. Completed.
- 6.2.2** In FY2004, assign EPA OCEFT personnel to the DHS national HSOC. Completed.

- 6.3 The Agency will provide incident response and counter-terrorism training through the National Enforcement Training and the Federal Law Enforcement Training Center to federal, state, and local law enforcement personnel on environmental investigative techniques and related environmental criminal and civil investigations supporting homeland security and counter/anti-terrorism activities.**

RESULTS

Beginning in FY2002, EPA will develop and begin conducting training of federal, state, and local law enforcement officials in homeland security issues. By the end of FY2003, the Office of Enforcement and Compliance Assistance (OECA) will train all necessary Headquarters (HQ) and regional compliance and enforcement staff. By the end of FY2002, EPA will begin the training programs at the Federal Law Enforcement Training Center.

- 6.3.1** Provide environmental domestic terrorism training to the FBI, CBP, ICE and USSS law enforcement and technical support personnel.
- 6.3.2** Provide environmental international terrorism training to the State Department as well as through the State Department and the International Criminal Police Organization's (INTERPOL) U.S. National Central Bureaus (USNCB).
- 6.3.3** Provide environmental counter-terrorism training to State Associations of Chiefs of Police.
- 6.3.4** Provide environmental counter-terrorism training to County Sheriffs' offices through the Environmental Crime Committee of the National Sheriffs' Association and the Major County Sheriffs' Association.

6.3.5 Provide environmental domestic and international training to the Environmental Crimes and Terrorism Committees of the International Association of Chiefs of Police and the Major City Chiefs of Police.

6.4 EPA will implement and manage current criminal and civil regulatory programs that address areas related to homeland security.

RESULTS

EPA will expand compliance assistance and enforcement efforts for facilities subject to accident and spill prevention to include new guidance, public outreach, and increased inspections and enforcement actions.

- 6.4.1** Provide analysis of environmental information and data [e.g., Clean Air Act (CAA), Risk Management Plan (RMP), Off-Site Consequence Analysis (OCA)] to deliver threat assessment products and related law enforcement support, through the OCEFT Center for Strategic Environmental Enforcement (CSEE), to local communities. This is provided through the DOJ U.S. Attorneys' Office (USAO), Anti-Terrorism Advisory Councils (ATACs), and DOJ FBI Joint Terrorism Task Forces (JTTF) to assist with the assessment of national, transborder, transnational, and international threats to domestic security.
- 6.4.2** Support a DOJ initiative to reduce security vulnerabilities of pipeline, fuel storage, chemical plant, and drinking water facilities through the increased enforcement of environmental laws, such as CAA 112(r) and CWA 311 - SPCC. DOJ maintains that the risk of a catastrophic terrorist incident can be reduced by increased inspections, bolstering enforcement and compelling compliance.
- 6.4.3** Increase efforts to deter the illegal import and export of hazardous waste and toxic and hazardous chemicals and materials regulated by EPA.
- 6.4.4** Improve data collection concerning hazardous waste import shipments through regulatory amendments and increased cooperation with the CBP at 301 ports of entry.
- 6.4.5** Develop a comprehensive tracking system for imports, including the electronic transmission of documents from sending governments to EPA, the Central Data Exchange (CDX)/Web Interface for Telescience (WITS) interface, and EPA regional linkage.
- 6.4.6** Improve border screening and movement monitoring of imported and exported hazardous waste, particularly waste chemicals of concern, in partnership with BCBP and industry at 301 ports of entry.
- 6.4.7** Increase efforts under the Federal Insecticide, Fungicide, and Rodenticide Act/Toxic Substances Control Act (FIFRA/TSCA) for manufacturing, distribution, sales, and licensing.

6.5 EPA will meet direct protection responsibilities. Completed.

RESULTS

By the end of FY2002, EPA will develop and implement a plan for protective services.
Completed.

- 6.5.1** Maintain Special Agent Personal Security Detachment (PSD) Teams for the protection of Cabinet-level Presidential Appointees from terrorist threats as directed by the White House. Completed.
- 6.5.2** Assist USSS and the FBI with NSSE support of the President, Vice President, and other Designated Domestic and Foreign Dignitaries. Completed.

6.6 EPA will meet the environmental, law enforcement, and cyber critical infrastructure protection responsibilities under HSPD 7.

RESULTS

EPA's CIO will lead an Intra-Agency Computer Security Incident Response Team (CSIRT) and work with EPA's Office of the Inspector General (OIG) and EPA's Criminal Investigation Division (CID), to plan responses to and counter cyber-attacks and promote critical infrastructure protection (CIP) within EPA and among approved, authorized, and delegated state programs interfacing with and reporting environmental data or information to the Agency.

- 6.6.1** The OIG will establish a Computer Crimes Unit (CCU), which includes a computer forensic lab and intrusion unit. The CCU facilitates interagency and intra-Agency cooperative efforts to combat intrusions and other illegal activities involving the EPA's computer infrastructure.
- 6.6.2** The OIG will provide OIG/CCU support to Agency information security personnel by providing incident detection, response training, and incident response procedures.
- 6.6.3** The OIG will provide OIG/CCU support to OIG Office of Audits role in penetration testing of the EPA's computer network, and to the Office of Environmental Information (OEI) in the development of a penetration laboratory to identify vulnerabilities and correct them.
- 6.6.4** OIG and OECA will develop a team approach, consistent with their respective jurisdictions, under which EPA-OIG and EPA-CID will work with OEI to respond to cyber-attacks from both a program integrity, and a criminal environmental enforcement perspective, as appropriate, and will agree on procedures to share information relating to cyber-attacks in a manner that enables each to respond quickly and effectively.
- 6.6.5** In FY2002, OECA/OCEFT commenced operation of the National Computer Forensics Laboratory (NCFL) and a CID Electronic Crimes Team (ECT) to work jointly with the EPA OEI Security Staff, EPA OIG CCU, FBI, USSS, and other law

enforcement agencies in preventing and responding to criminal and terrorist cyber-attacks (e.g., denial of service attacks, illegal access, alteration or deletion of compliance data or confidential water infrastructure data, threats on EPA employees or facilities). Completed.

6.6.6 OECA will provide criminal investigator/technical support to the Agency's Water Security Division. Completed.

6.6.7 In FY2003, CID will assign one NCFL ECT member to the EPA OEI National Computer Center (NCC) to provide support to the on-site OIG CCU staff and the NCC's Information Security Staff. Completed.

6.6.8 In FY2003, NCFL ECT members will make twelve homeland security related presentations at water and wastewater trade association vulnerability assessment training sessions. Completed.

6.7 EPA will use its Compliance Assistance Centers, compliance inspectors, and other field personnel to distribute information on compliance with programs related to homeland security and general information on security.

RESULTS

All compliance inspectors and enforcement personnel will receive homeland security training. Materials related to homeland security requirements as they relate to EPA's statutory and regulatory authorities will be disseminated to the regulated community.

6.7.1 Develop and collect materials from various EPA programs and provide to the Compliance Assistance Centers and inspectors. (FY2004)

6.7.2 Provide training in issues related to homeland security to compliance inspectors and enforcement personnel. (FY2004)

6.7.3 Develop an implementation plan for outreach to the regulated community. (FY2004)

6.7.4 Train inspectors at border crossings in the United States, Mexico and Canada to detect illegal imports of chemicals, waste and materials, and expand existing hazardous waste border compliance center to include imports of toxic and chemical substances and include Canadian border. (FY2005)

OBJECTIVE 7 ⇒ EPA will identify the Agency's critical infrastructures, assess their vulnerabilities, and take appropriate mitigation under PDD 63, HSPD 7, and the Project Matrix methodology.

PDD 63 and HSPD 7 require every department and agency to develop a plan for protecting its own critical infrastructures. Federal department heads are responsible for the identification, assessment, remediation, and protection of their respective internal critical infrastructure and key resources.

TACTICS

- 7.1 EPA will work with DHS on implementing HSPD 7 and the Project Matrix methodology, including identify its critical infrastructures, and determine its inter-connectivity and interdependencies with other governmental and private sector critical infrastructures**

RESULTS

By FY2004, inter-connectivity and interdependencies will be determined for each critical asset.

- 7.1.1** EPA will work with DHS in Phase 2 of Project Matrix to complete an assessment of each critical EPA asset regarding its inter-connectivity and interdependencies with other government and private critical assets beyond EPA. (FY2004)

- 7.2 EPA will incorporate the results of Project Matrix into its internal protective measures.**

RESULTS

By FY2005, EPA will have in place a comprehensive plan for protecting its physical and cyber critical infrastructure and key resources.

- 7.2.1** EPA will incorporate the results of the Phase 1 and 2 Project Matrix determinations into the mitigation efforts described in Section II, III, and IV of this Strategy. (FY2005)
- 7.2.2** Update Continuity of Operation (COOP) Plans to ensure the recovery and reconstitution of these essential capabilities. (FY2005)

II. Preparedness, Response, and Recovery

Strategic Objectives, Tactical Action Initiatives, and Benchmarks

The terrorist attacks of September 11, 2001, and the subsequent anthrax releases have shown that EPA must continue to enhance its capabilities in preparedness, response, and recovery capabilities to adequately protect human health and safeguard the environment. The Agency must work more closely with government and industry partners, and ensure that all federal partners know where EPA fits into the federal response system. EPA currently maintains a cadre of personnel trained to respond to intentional or accidental chemical, biological, and radiological (CBR) releases, to protect the public health, and clean up contamination. The Agency continues to work closely with state and local agencies to enhance their own CBR preparedness and response programs, and provides the same type of response support in the event of national disasters under the Federal Response Plan (FRP) and, for radiological or nuclear incidents, under the Federal Radiological Emergency Response Plan (FRERP). EPA also provides support to the FBI during the initial or law enforcement phases of a terrorist threat or act, and plays a major role during the response, recovery, and mitigation phases of an attack.

In addition, the National Strategy for Homeland Security specifically designates EPA, in the event of a national incident, with the lead responsibility for decontamination of affected buildings and neighborhoods and providing advice and assistance to public health authorities in determining when it is safe to return to these areas and on safest disposal options for residues.

EPA also plays a critical role in regulating or recommending safe and effective chemicals to be used in the decontamination of buildings and other facilities contaminated with anthrax, other biowarfare agents, and new and emerging pathogens (e.g., SARS, Norwalk virus, Monkeypox, etc.).

OBJECTIVE 1 ⇒ Consistent with HSPD 8, EPA will be prepared to respond to and recover from a major terrorist incident anywhere in the country. To do this, the Agency will maintain trained personnel and effective communications, ensure practiced coordination and decision-making, and provide the best technical tools and technologies to address threats.

EPA will continue to maintain a sufficient body of trained personnel to respond quickly to multiple terrorist threats involving hazardous substances. In order to be effective, these personnel must have the best tools and technologies available to deal with the effects of weapons of mass destruction. In particular, the Agency will enhance its capability to respond to incidents involving biological, chemical, and radiological contaminants.

EPA is implementing a multifaceted mechanism - the National Approach to Response - to manage its emergency response assets during a Nationally Significant Incident in a coordinated manner. This approach will bring together existing criminal investigation, forensic evidence collection, and emergency response assets, along with a new management approach, to ensure the efficient and effective utilization of EPA assets. This approach will provide consistency in addressing key aspects of a response such as organizational elements (e.g., Incident Command System/Unified Command (ICS/UC), support personnel, and national teams), exercises and training, equipment, laboratory capability/capacity, and contracting. In addition, this approach will ensure that roles and responsibilities are clearly articulated.

TACTICS

- 1.1 EPA will implement a new national approach to response that defines its internal emergency response decision-making and communications structures to be prepared for potential terrorist attacks of national significance. Completed.**

RESULTS

In exercises and nationally significant responses, EPA's decision-making and communication structures will function without major problems.

- 1.1.1** Review the Agency's emergency response decision-making and communication structures for Nationally Significant Incidents (NSIs) and develop modifications. Completed.
 - 1.1.2** Dialogue with senior management, revise as needed and issue policy memo. Completed.
 - 1.1.3** Communicate the structures Agency-wide and train key personnel. Completed.
- 1.2 EPA will establish measurable improvement goals for the core-emergency response program and develop readiness criteria.**

RESULTS

In FY2003, EPA will establish readiness criteria for the core-emergency response program. In FY2004, EPA will develop and implement a baseline readiness assessment. After setting a baseline readiness score, EPA will improve by at least 10 percentage points per year until 100% readiness is achieved.

- 1.2.1** Implement evaluation process and establish a baseline score. Completed.
 - 1.2.2** Continuously evaluate and improve the Agency's capabilities, as measured in the readiness criteria. (Annual)
- 1.3 EPA will increase the number and capability of emergency response personnel in the regional offices, labs, and ERT to enhance all counter-terrorism preparedness, response, and recovery functions.**

RESULTS

EPA will have enough On-Scene Coordinators (OSC), with in-house technical/scientific expertise and resources, ready to implement a full incident command for responses to major simultaneous terrorist incidents as follows: FY2004, two such incidents, and increasing by one per year, up to five simultaneous incidents. A major incident requires 10 OSCs capable of being incident commander and 20 OSCs in support roles, plus various technical and support personnel, and 100 contractor personnel for 24/7 operations for six months.

By the end of FY2004, EPA's Radiological Emergency Response Team (RERT) deployable lab capability will have been expanded through the purchase and implementation of additional equipment. In future years, RERT mobile lab capabilities will be maintained, updated, and exercised regularly.

- 1.3.1** Create an Environmental Response Team (ERT) West to support the Agency-wide counter-terrorism program. Completed.
- 1.3.2** Enhance, and where appropriate, establish regional Emergency Operations Centers (EOC).
- 1.3.3** Hire additional OSCs. Completed.
- 1.3.4** Enhance the medical surveillance program for all potential responders and issue new guidelines. (FY2004)
- 1.3.5** Secure resources and staff for the National Response Decontamination Team to become fully functional. (FY2005)
- 1.3.6** Coordinate internally on sampling and analysis protocols, and laboratory data.
- 1.3.7** Develop and document procedures for exceeding administrative limits on radiation exposure during emergency response. (FY2004)
- 1.3.8** Replace NAREL's mobile environmental radiation lab and make ready for deployment in FY2005.

- 1.4** **EPA will establish an Incident Management Team (IMT) in each Region, which will be staffed by the Regions' emergency responders and other personnel and will be the Agency's immediate response mechanism for incidents, including terrorist incidents, in the Regions. The trained personnel from these IMTs also will serve as a pool of available emergency responders who will be called on to respond in the event of nationally significant incidents as part of national Incident Management Assistant Teams (IMATs).**

RESULTS

By early-mid FY2005, all elements of the Regional Incident Management Teams will be trained and capable of responding. By mid-late FY2005, the Regional Incident Management Teams will be deployed to an actual incident or to a major exercise.

- 1.4.1** Identify constraints such as indemnification and limits of liability. (FY2002) Completed.

- 1.4.2 Identify training needs and train team members within the Incident Management Teams. (FY2004-2005)
- 1.4.3 Develop standard operating procedures for the IMT. (FY2004)
- 1.4.4 Pilot the overall IMT approach through participation in regional and National exercises. (FY2005)
- 1.4.5 Evaluate IMT. (FY2006)

1.5 EPA will upgrade its existing radiation monitoring system to increase preparedness for terrorist and other incidents.

RESULTS

In FY2002 and beyond, EPA radiation laboratories will routinely analyze Environmental Radiation Ambient Monitoring System (ERAMS)/ National Monitoring System samples and maintain laboratory capability to perform radiochemical analyses for air, water, and other environmental samples during a contamination event.

In FY2005, EPA will be able to provide a radiation monitoring system that will have the capability of being deployed to the vicinity of an incident and provide near real-time radiological information downwind from the incident.

- 1.5.1 Initiate purchase of upgraded equipment. (FY2004)
- 1.5.2 Research and identify new real-time gamma spectroscopy capabilities. (FY2005)
- 1.5.3 Acquire monitors for the deployable component to the National Monitoring System. (FY2004)
- 1.5.4 Develop a database for the maintenance of data from the National Radiation Monitoring System. (FY2005)

1.6 EPA will examine its existing regulatory framework with respect to preparedness, response, and recovery from terrorist incidents. Completed.

RESULTS

EPA will be able to affirmatively state that no gaps exist in its response authorities.

- 1.6.1 Perform analysis between existing authorities and all response plans to identify any gaps. (FY2002) Completed.
- 1.6.2 Develop white papers for senior management review to identify potential changes to current plans, regulations, or agreements. (FY2003) Completed.

1.7 EPA will ensure its readiness to utilize the Agency's monitoring expertise during preparedness and recovery to monitor air quality for biologicals, chemicals, and radiologicals.

RESULTS

EPA will annually demonstrate its ability to deploy to an incident with emergency air monitoring capability necessary to ensure the safety of responders and the public. In exercises, federal, state, and local responders will demonstrate the ability to implement the Protective Action Guides (PAG) for response to a terrorist radiation incident.

- 1.7.1** Develop a comprehensive mobile air Rapid Response Laboratory (RRL) to support the Office of Air and Radiation's (OAR) air monitoring for general population exposures and coordination with local and state monitoring agencies on public health protection. In addition to air monitors, the RRL will have advanced meteorological capabilities to support localized mixing, dispersion, and transport forecasting. (FY2004)
- 1.7.2** Identify regional points of contact and inventory monitoring equipment and skill within the regions that could be redeployed during an incident. (FY2004)
Completed.
- 1.7.3** Exercise the deployment and use of EPA's air monitoring equipment. (FY2004)
- 1.7.4** Maintain and enhance EPA's air monitoring expertise and capabilities in ERT and via project ASPECT (airplane mounted sensors).
- 1.7.5** Coordinate with the Federal Radiological Preparedness Coordinating Committee (FRPCC) to revise the PAGs as necessary to incorporate counter/anti-terrorism and new guidance. (FY2004)
- 1.7.6** Augment EPA's capabilities to support the Advisory Team for Environment, Food, and Health under the FRERP. (FY2005)

1.8 EPA will develop and implement a comprehensive training and exercise program for EPA's national emergency response program.

RESULTS

In FY2004 and beyond, EPA will implement a training and exercise program to test EPA personnel familiarity with and ability to implement EPA's National Approach to Response, incorporating lessons learned from each exercise.

- 1.8.1** Establish a mechanism to identify specific objectives to be tested in exercises so that the successes and shortfalls can be incorporated into plans, procedures, acquisitions, and future exercises. (FY2004)
- 1.8.2** Develop five exercise scenarios for use nationally as a tabletop exercise. The five suggested scenarios include: Radiological (dirty bomb); Biological (persistent, contagious agent); Chemical Agent (in major public facility; various agents - sarin, VX, Br3, mustard, other); Large Scale Explosion/Building (collapse); Large Scale Fire (either chemical or oil). (FY2004)
- 1.8.3** Conduct five inter-regional/Headquarters tabletop exercises. (Annually)
- 1.8.4** Continue EPA's Radiological Emergency Response Team (RERT) training and incorporate RERT readiness into annual radiological exercises.

1.9 EPA will create a Response Support Corps of EPA employees within each region and at EPA Headquarters to stand ready to provide critical support to onsite EPA personnel during a nationally significant incident.

RESULTS

In FY2004 and beyond, the EPA Response Support Corps will stand ready to provide assistance in the field and in office settings during incidents that exceed existing response capabilities.

- 1.9.1** Establish procedures for activating the RSC and determining the personnel and skills needed for a specific incident. (FY2004)
- 1.9.2** Provide all RSC staff basic training on the Superfund Emergency Response Program and incident management. (FY2004)
- 1.9.3** Provide RSC members the opportunity to participate in on-going removal actions and table top exercises.

1.10 EPA will ensure that the National Counter-terrorism Evidence Response Team (NCERT) maintains readiness to provide law enforcement, investigative, and technical forensic support to intentional threats or releases of hazardous materials and terrorist threats or attacks involving biological, chemical, or radiological agents in accordance with the National Approach to Response.

RESULTS

In FY2003, EPA's NCERT will establish readiness criteria for NCERT deployment throughout the United States in an incident of national significance. NCERT personnel and response equipment will be capable of supporting law enforcement investigation of an incident of national significance.

- 1.10.1** Identify the NCERT Core Team made up of Special Agents and science support personnel that will present the "rapid deployment" team during the initial stages of an incident of national significance. Completed.
- 1.10.2** Create two mobile NCERT Response Vehicles to be staged in Washington D.C. and Denver, CO. Completed.
- 1.10.3** Initiate purchase of upgraded equipment.
- 1.10.4** Develop procedures for collection and handling forensic evidence in hazardous environments involving biological, chemical, radiological, and nuclear material in accordance with FBI and DHS guidance.
- 1.10.5** Provide OCEFT CID Special Agent to participate in National Joint Terrorism Task Force (NJTTF) at FBI Strategic Information Operations Center (SIOC). Completed.
- 1.10.6** Provide OCEFT CID Special Agent to participate in National Homeland Security Operations Center (HSOC) at the Department of Homeland Security. Completed.

- 1.10.7** Scientific and Technical Support - Provide support to Agency/national programs for the prevention, preparedness, response, and recovery from a terrorist threat or attack.

OBJECTIVE 2 ⇒ EPA will assist in the development of a comprehensive National Response Plan for management of all domestic incidents.

Under the leadership of the Department of Homeland Security and the White House Homeland Security Council, EPA and other members of the federal response community – with input from states, tribes and local government - will put into place a comprehensive, all-incident National Response Plan (NRP). This plan will integrate the current family of federal domestic prevention, preparedness, response, and recovery plans into a single, all-discipline, all hazards plan. The plan and related operational document, the National Incident Management System (NIMS), are required by Homeland Security Presidential Directive 5 (HSPD 5) issued on February 28, 2003. The Initial NRP (issued on September 30, 2003), the NIMS (planned for issuance by December 31, 2003) and the final or “full” NRP (planned for issuance by June 2004) will define and clarify both federal oversight requirements as they relate to aspects of incident management, as well as information flow during all phases, and from all participants in response to a terrorist attack or other disaster.

TACTICS

- 2.1 Pending the development and publication of the full NRP, EPA will contribute to the development of the Initial National Response Plan (INRP) which implements, on an interim basis, the domestic incident management authorities, role, and responsibilities of the Secretary of Homeland Security as defined by HSPD 5. It is applicable to domestic incident management in the context of terrorist attacks, major disasters, and other emergencies.**

RESULTS

In FY2003 and FY2004, EPA will contribute to the development and issuance of the Initial National Response Plan (INRP).

- 2.1.1** Evaluate existing interagency plans and if necessary, issue a policy to clarify EPA’s capabilities and authorities. Completed.
- 2.1.2** Reassess various plans (National Contingency Plan (NCP)), Federal Response Plan (FRP), Federal Radiological Emergency Response Plan (FRERP), and PDDs) to take into account lessons learned from September 11 and the anthrax incidents, and if necessary, initiate changes in the plans. Completed.
- 2.1.3** Coordinate with DOD Defense Threat Reduction Agency (DTRA) and other federal agencies on the collection and communication of air monitoring and assessment data. Completed.
- 2.1.4** Compare existing plans, interagency agreements, and applicable law, and identify direct and derivative authority for response to terrorist attacks or their intentional

criminal acts involving the release of hazardous materials to the environment or threats and/or attacks on critical infrastructure.

- 2.2 EPA will work with the Department of Homeland Security to develop the National Incident Management System (NIMS), which will provide a consistent national approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. (FY2004) Completed.**

RESULTS

EPA will contribute to the development and issuance of the National Incident Management System (NIMS) to be published by the Department of Homeland Security in FY2004. Completed.

- 2.3 EPA will work with the Department of Homeland Security to develop the full National Response Plan, which will incorporate and all-hazards, multi-domain approach in the context of an incident “life-cycle.”(FY2004)**

RESULTS

EPA will contribute to the development and issuance of the full National Response Plan (NRP) to be published by the Department of Homeland Security by FY2004.

OBJECTIVE 3 ⇒ In accordance with HSPDs 5 and 8, EPA will support and develop the preparedness of state, local, and tribal governments and private industry to respond to, recover from, and continue operations after a terrorist attack.

The first response to an incident of terrorism usually takes place at the local level. It is therefore important to increase the capability of industry and state and local governments to respond to weapons of mass destruction and other terrorist attacks. EPA has existing relationships with these private and public partners through its preparedness and response programs; increasing the involvement in planning and information exchange between these varied organizations ultimately will improve response and recovery efforts. Key players in the implementation of this objective will be LEPCs, SERCs, and state Radiation Control Programs. As part of this effort, EPA will strive to improve upon the partnerships needed to support environmental preparedness nationwide and evaluate the state of readiness.

TACTICS

- 3.1 EPA will foster coordination among federal, state, tribal, and local emergency responders for response to homeland security incidents, including suspected criminally caused chemical releases.**

RESULTS

State, tribal, and local emergency responders will increase their capability/preparedness for response to homeland security incidents.

- 3.1.1** Support training and exercises to promote coordination among federal, state, tribal, and local emergency responders.

OBJECTIVE 4 ⇒ EPA will contribute its unique perspective to advance the state of the knowledge in the areas relevant to homeland security to provide responders and decision makers with tools and the scientific and technical understanding they need to manage existing or potential threats to homeland security.

The unanticipated nature of the terrorist attacks on the United States have illustrated the need for EPA to expand its capabilities for responding to future, unknown threats to domestic security. The Agency intends to expand the state of the knowledge of potential threats, as well as its response capabilities, by assembling and evaluating private sector tools and capabilities so that preferred approaches can be identified, promoted, and evaluated for future use in responding to an attack. Where gaps exist, EPA will work with federal institutions and other organizations to fill those gaps through collaborative research.

TACTICS

- 4.1 EPA will undertake research, development, testing, and communication/ implementation of enhanced methods for detection and containment of biological and chemical warfare agents and bulk industrial chemicals intentionally introduced into large buildings/structures and for decontamination of building surfaces, furnishings, and equipment, with safe disposal of residual materials.**

RESULTS

During FY2003 - FY2005, EPA will implement a plan for research, development, testing, and communication of enhanced methods for detection and containment of biological and chemical warfare agents and bulk industrial chemicals intentionally introduced into large buildings, as well as for decontamination of building surfaces, furnishings, and equipment, with safe disposal of residual materials. Detection activities include those related to defining the extent of contamination and verifying successful decontamination.

- 4.1.1** Detection of Contaminants—Testing/verification of existing detection devices; development of new devices or methods for rapid response. (Conduct five evaluations by FY2004)
- 4.1.2** Containment of Contaminants—Development, evaluation, and testing of methods, and procedures for preventing the introduction and spread of contaminants, protecting building occupants, emergency responders, and decontamination crews. (Issue technical guidance by FY2004)

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- 4.1.3 Decontamination of Indoor Materials—Develop and evaluate the safety, efficacy, cost and materials compatibility of a range of technologies for decontaminating chemical and biological agents on indoor surfaces. (Complete study by FY2004)
 - 4.1.4 Development of Efficacy Test Methods—Collaboratively develop and evaluate sporicidal test methods for measuring the effectiveness of liquid and gaseous/vaporized chemicals in inactivating anthrax spores or surrogate Bacillus spores. To accomplish this objective, establish and lead an Interagency Expert Panel on Anthrax Efficacy Test Methods and Surrogates that will oversee the collaborative testing. (Phase I - FY2003; Phase II and III - FY2005)
 - 4.1.5 Disposal of Contaminated Clean-up Equipment and Supplies—Testing of disposal options methods; assessment of residual risk of disposal options; regulatory support to Agency programs for decontamination, disposal, and disposal permitting. (FY2005)
 - 4.1.6 Technology Transfer -Transfer of Improved Methods to Users—Provision of guidance and technical support on improved detection, containment, and decontamination methods for facility managers, building occupants, emergency responders, those sampling and analyzing materials in the environment, and decontamination crews. (FY2004)
- 4.2 **EPA will collaborate with other federal and state agencies, universities, industry, and others to identify efficacious pesticides to control potentially introduced high risk pathogens for crops, livestock, and human health.**

RESULTS

In FY2004 and FY2005, EPA will coordinate with these entities to begin to identify antimicrobials and pesticides that may be needed in the event of an attack involving a crop/pest disease or pathogen. EPA will work with these agencies under HSPD 9 (Defense of United States Agriculture and Food).

- 4.2.1 Coordinate with CDC and others on evaluating and recommending antimicrobial chemicals that would be effective for inactivating emerging human pathogens and biological warfare agents in/on buildings, their contents, and indoor surfaces.
- 4.2.2 Issue crisis exemptions to permit the use of antimicrobial chemicals in a safe and efficacious manner in/on buildings, their contents, and indoor surfaces in order to inactivate Bacillus anthracis (anthrax) spores resulting from attacks in late 2001 through the United States mail system. (FY2004)
- 4.2.3 Provide guidance on EPA's registration requirements to companies seeking approval of antimicrobial chemicals intended to decontaminate biowarfare agents or emerging human pathogens. EPA will then review applications and make registration decisions for individual products. (FY2005)
- 4.2.4 Coordinate with USDA, state agencies and others on identifying, evaluating and approving pesticides that are suitable for addressing crop and livestock disease.

4.3 EPA will undertake research, development, testing, and communication/implementation of enhanced methods for detection, treatment, and containment of biological and chemical warfare agents and bulk industrial chemicals intentionally introduced into drinking water systems.

RESULTS

To be determined

- 4.3.1 Detection of Contaminants—Testing/verification of existing detection devices; development of new devices or methods for rapid response; and design of a detection network. (Complete six verifications by FY2004)
- 4.3.2 Containment of Contaminants—Development, evaluation, and testing of methods, and procedures for preventing the spread of contaminants in drinking water sources and distribution systems. (FY2005)
- 4.3.3 Decontamination of Contaminated Drinking Water—Development, evaluation, and testing of methods, technologies, and procedures for decontaminating drinking water, with consideration of efficacy, utility, safety, and cost. (FY2005)
- 4.3.4 Scientific and Technical Support—Provide support to Agency/national programs for understanding and managing events.
- 4.3.5 Technology Transfer -Transfer of Improved Methods to Users—Provision of guidance and technical support on improved detection, containment, and decontamination methods for utility managers, and emergency responders. (FY2005)

4.4 EPA will develop technical information, including practices and procedures for developing rapid assessments to aid decision-makers and response personnel in emergency situations.

RESULTS

- 4.4.1 Framework for conducting Rapid Risk Assessments—EPA will develop practices and procedures for developing rapid assessments to aid decision-makers and response personnel in emergency situations. (FY2005)
- 4.4.2 National Expertise Inventory—EPA will inventory internal, government, and private sector national expertise to provide quick access to nationally recognized experts in areas relevant to homeland security (e.g., biology, chemistry, exposure assessments, and detection/treatment technologies). Inventory will be used to provide highly specialized expertise to emergency response efforts. Completed.
- 4.4.3 Determine and prioritize biological contaminants, chemicals of concern, and radionuclides for which response protocols are needed. (Complete evaluation by FY2004)

- 4.4.4 Develop Acute Exposure Guideline Limits (AEGLs), which are short term exposure limits for hazardous substances for purposes of chemical emergency response, planning, and prevention.
 - 4.4.5 Using tools and procedures developed under Tactics 4.1 and 4.3, simulate field tests (and get feedback from emergency responders) and report on the safety and efficacy of new methods for detection, containment, decontamination and disposal.
 - 4.4.6 Provide support to determine “How Clean is Safe” (e.g., provisional guidance values) to assist Agency officials in decision-making for the various stages of response to a terrorist incident (i.e., emergency/rescue response, containment, decontamination). (FY2005)
 - 4.4.7 Expand the National Expertise Inventory to include a directory of sampling and analysis technologies, methods, and subject experts for use by emergency responders. (Subject matter experts listing completed. Methods directory to be completed FY2004)
 - 4.4.8 Develop and compile information for use by emergency responders and decision-makers when communicating risks associated with terrorist incidents.
- 4.5 **EPA will address Homeland Security laboratory issues with other federal agencies, such as the White House Homeland Security Council, Department of Homeland Security, and/or CDC, and will assist in developing intergovernmental response networks of environmental and health and food laboratories’ capabilities and capacities for the analyses of chemical, biological and radiochemical compounds of concern in support of emergency response/WMD events.**

RESULTS

In FY2004, EPA will continue to work with other federal, state, and private sector entities to share information. EPA will support establishing regional intergovernmental response networks of laboratories with capabilities and capacities for analyses of environmental chemical, biological and radiological contaminants associated with WMD.

- 4.5.1 Participate in federal interagency workgroups (e.g., USDA/FDA’s FERN, CDC’s Laboratory Response Network (LRN), FBI’s Scientific Working Group on Forensic Analysis of Chemical Terrorism (SWGFACT) to address laboratory issues, including assessment of capability and capacity for analyses of biological, chemical and radiological warfare agents/contaminants of concern.
- 4.5.2 Coordinate with a response network of federal, state, and local government and private laboratories capable of environmental sample analyses for chemical, biological, and radiological contaminants associated with WMD. Completed.
- 4.5.3 Develop and maintain one common Interagency electronic data reporting format (e.g., Staged Electronic Data Deliverable) for use during emergencies, incorporating electronic submission from qualified laboratories. (FY2005)
- 4.5.4 Create a compendium of EPA, state and select private sector laboratories that are currently capable of analyzing environmental samples for chemical, biological, and radiological agents associated with WMD. (FY2004)

III. Communication and Information

Strategic Objectives, Tactical Action Initiatives, and Benchmarks

To be most effective when making decisions related to homeland security, the Agency must have clearly defined and understood approaches to sharing and communicating necessary information, including classified material, with internal and external users. EPA will work to improve communications with Agency employees and managers; ensure that information is effectively shared within the Agency; and work with the Department of Homeland Security to improve and extend data-sharing partnerships with federal, state, and local governments. EPA will also work to ensure that clear structures are in place to exchange relevant information with the national security, law enforcement, and intelligence communities. EPA realizes that there may be times during emergencies when decisions must be made quickly and decisively without having knowledge of the full breadth and depth of the situation. At these times, the Agency will leverage and optimize its resources to make an informed decision.

OBJECTIVE 1 ⇒ EPA will use best available environmental information from internal and external sources to ensure informed decision-making and appropriate response.

EPA plays an important part in the collaborative effort to prevent, detect, and respond to environmental security threats by ensuring that decision-makers have access to the data they need. EPA will continue to broaden its efforts in this area to include enhancing the consistency of monitoring data collection and facilitating data sharing among federal agencies and state and local governments.

Over time, EPA will work to ensure resource, public health, and environmental protection data will be linked together to monitor the state of the nation's environment and to perform environmental risk management and resolution. Data on pollutant releases/emissions, ambient conditions, and environmental effects will be more complete, of higher quality, and displayed in an easy to understand format.

TACTICS

1.1 EPA will enhance consistency in the collection of environmental data.

RESULTS

EPA will have the ability to collect and analyze environmental information from all necessary sources to respond to incidents and threats.

1.1.1 Develop an emergency response database and presentation tools. Completed.

1.1.2 Develop Staged Electronic Data Deliverables (i.e., SEDD) for chemical and radiological agents in a standard format. (Initial work for Rad is complete as of FY2003, working on further modifications).

1.1.3 Develop an analytical data management tool for emergency response data. (FY2005)

1.2 EPA will build partnerships with key health and environmental organizations to facilitate the sharing of homeland security related information.

RESULTS

Linkages between health and environmental data sources and EPA access portals will support flows, analysis, and tools necessary to monitor and respond to incidents and threats.

1.2.1 Sign MOU with HHS and CDC/Agency for Toxic Substances and Disease Registry (ATSDR) to support data sharing. (FY2002)

1.2.2 Develop EPA-wide geospatial data sharing program with partners. (FY2003)

1.2.3 Develop capacity for federal, state, and local health agencies to use standard reporting formats. (FY2003)

1.3 EPA will develop a situation management capability to inform appropriate action by federal, state, local, and private entities. Completed.

RESULTS

The situation capability will support confident decision-making by linking science and policy through data and technology.

1.3.1 Review records management procedure and information holdings to ensure conformance to the March 19, 2002, memorandum from White House Chief of Staff Card entitled “Action to Safeguard Information Regarding Weapons of Mass Destruction and Other Sensitive Documents Related to Homeland Security,” and the October 12, 2001, memorandum from Attorney General Ashcroft regarding disclosure decisions under the Freedom of Information Act. Completed.

1.3.2 Develop draft EPA criteria and guidance on protection of sensitive information. Completed.

OBJECTIVE 2 ⇒ EPA will effectively disseminate timely, quality environmental information to all levels of government, industry, and the public, allowing them to make informed decisions about human health and the environment.

EPA will improve its ability to communicate effectively with the public regarding terrorist incidents and environmental threats. The Agency will challenge environmental and public health agencies to develop better approaches to sharing information about environmental consequences in ways that the public can easily understand. EPA will also work with the new Department of Homeland Security and other federal agencies to develop a process that will allow timely release of environmental data that are critical to effective decision-making at all levels. In addition, EPA will create appropriate tools and environmental outreach materials that address health impacts and exposure guidelines for relevant contaminants, and will develop understandable materials describing common emergency response activities (sampling and monitoring, debris hauling, washing activities, etc.).

Finally, the Agency will establish a clearly defined approach to policymaking, on-scene coordination, and external communications in a critical response context to ensure clarity and consistency of messages and enhanced coordination within government.

TACTICS

- 2.1 EPA will use a structured approach within the Agency for information releases that clearly defines roles for public communication during incidents and emergencies.**
Completed.

RESULTS

Lines of authority and roles/responsibilities for communication will be understood and relied upon by staff and management during and after an incident.

- 2.1.1** Create a cross-Agency workgroup to address internal threat, incident, or emergency communication barriers and make recommendations for change—coordinate with the National Incident Coordination Team (NICT). Completed.
 - 2.1.2** Integrate information dissemination processes into emergency response planning. Completed.
 - 2.1.3** Develop a protocol for internal communications in support of incident/emergency response. Completed.
 - 2.1.4** Develop training and educational material to inform managers and staff of communication processes and structure used during incidents/emergencies. Completed.
- 2.2 EPA will improve the ability to communicate effectively with the public regarding incidents and threats.**

RESULTS

EPA will be able to effectively and reliably communicate information about incidents and environmental risks in ways the public can understand.

- 2.2.1** Develop a network of tools to facilitate public communication.

- 2.2.2 Work with public health agencies to create specific environmental outreach materials that address health impacts and exposure risks.
- 2.2.3 Enhance the Integrated Risk Information System (IRIS) to include repository of exposure data used to communicate with the public.
- 2.2.4 Define approach to ensure access to Agency Web-based information 24x7. Completed.
- 2.2.5 Define critical data applications and categories with time sensitive parameters.
- 2.2.6 Identify hot site(s) for critical data hosting and build out, test and operate. Completed.
- 2.2.7 Ensure backup power and telecommunications redundancy to the National Computing Center (NCC) and hot sites(s). Completed.
- 2.2.8 Create a mirror site for the Agency's public access Web site. Completed.

OBJECTIVE 3 ⇒ EPA will classify, declassify, safeguard, manage, and destroy all national security information in accordance with Executive Order 12958, as amended by Executive Order 13292; and exchange information with other federal, state, and local assets to prevent, deter, and respond to terrorist threats or attacks; and improve and streamline personnel security services to ensure employees are granted and maintain active security clearances in a timely manner.

EPA will work with the Department of Homeland Security to create a clearly defined structure for coordination with the national security, law enforcement, response, and intelligence communities. As outlined in Section II, the Agency will develop appropriate response coordination plans to ensure an EPA and government-wide understanding of roles, responsibilities and capabilities.

TACTICS

- 3.1 **EPA will create clearly defined mechanisms for appropriate communication and coordination with national security and law enforcement communities.**

RESULTS

EPA will demonstrate effective management and use of sensitive and classified information through the use of the appropriate facilities and protocols.

- 3.1.1 Design a Sensitive, Compartmented, Information Facility (SCIF) or redesign EPA's existing SCIF. Completed.
- 3.1.2 Certify the SCIF meets appropriate standards. Completed.
- 3.1.3 Issue design criteria for the construction of a Sensitive, Compartmented, Information Facility (SCIF). (FY2005)
- 3.1.4 Develop policies and procedures for managing and operating a SCIF. (FY2005)

3.2 EPA will improve its National Security Information program through establishing comprehensive policies and procedures for classifying, declassifying, safeguarding, and managing classified information.

RESULTS

EPA will have a model National Security Information program that will allow the Agency to participate as a full partner in sharing of appropriate classified material with the law enforcement and national security communities.

- 3.2.1 Develop policies and procedures to classify, declassify, and safeguard national security information. (FY2004)
- 3.2.2 Develop and implement an education and training program on National Security Information. (FY2004)
- 3.2.3 Develop and implement a self-audit and inspection program. (FY2004)
- 3.2.4 Issue an EPA Order on National Security Information. Completed.
- 3.2.5 Perform computer intrusion investigations relating to Homeland Security matters effecting EPA computer networks, programs, and operations.

3.3 EPA will continue to improve its Personnel Security Program through providing timely processing of investigation applications, reviewing and adjudicating investigations, and granting security clearances.

RESULTS

EPA will have the security clearances necessary for full participation and support of Agency and inter-Agency activities and emergency response functions.

- 3.3.1 Work with OPM to ensure security clearances are being processed in a timely manner.
- 3.3.2 Maintain an up-to-date list of employees with security clearances.
- 3.3.3 Track and monitor the status of all security clearances and investigations.
- 3.3.4 Pass security clearances to other federal agencies in a timely manner on an as-needed basis.
- 3.3.5 Initiate periodic re-investigations in a timely manner to maintain active clearances on personnel.

OBJECTIVE 4 ⇒ EPA will continuously and reliably communicate with employees and managers.

EPA is committed to supporting its employees and staff, whether they are directly responsible for homeland security activities or engaged in day-to-day environmental protection responsibilities. A critical step in fulfilling this commitment is ensuring that the capacity exists for continuous

communication (including voice and data connectivity) with employees, responders, and decision-makers throughout the life of an incident.

TACTICS

4.1 EPA will deploy new technology applications for communication during national emergency situations.

RESULTS

Continuous communication with employees, responders, and decision-makers will occur throughout the life of an incident through the use of current technology.

4.1.1 Deploy a Virtual Private Network (VPN) in full production for EPA. Completed.

4.1.2 Coordinate with other agencies on development and deployment of a federal extranet.

4.1.3 Develop specifications for mobile command posts. (FY2004)

4.2 EPA employees will be provided with appropriate information, training, and support to respond to emergencies and incidents.

RESULTS

EPA employees will be prepared, informed, and trained to effectively manage and respond to terrorist threats and incidents.

4.2.1 Develop health and safety training/guidance for emergency responders. (FY2005)

4.2.2 Develop and communicate employee safety and health information in conjunction with Occupant Emergency Plan communication training.

4.2.3 Offer stress management training and individualized counseling for employees.

4.2.4 Provide Continuity of Operations Plan (COOP) education and training Agency-wide.

4.2.5 Refine message process for reaching employees at work, home, and at emergency sites.

IV. Protection of EPA Personnel and Infrastructure

Strategic Objectives, Tactical Action Initiatives, and Benchmarks

In order for EPA to meet all of the objectives established in this Strategy, the Agency must ensure the security of its own personnel and infrastructure and be able to provide continuity of operations in an emergency. The Agency's strategic objectives for protecting EPA personnel and infrastructure cover the protection of EPA's personnel, continuity of operations, and the protection of EPA's information infrastructure and other physical assets.

OBJECTIVE 1 ⇒ EPA will safeguard its personnel.

EPA is committed to safeguarding its personnel by providing a safe workplace that is as secure from physical or cyber attacks as possible.

The Agency will maintain up-to-date Occupant Emergency Plans (OEP) for EPA facilities to respond to terrorist attacks and other emergencies. In addition, all Agency personnel will be trained on the OEPs, and the OEP exercise program will be continued and revitalized to ensure that Agency personnel are able to effectively implement the plans when needed.

The Agency will also help develop and effectively utilize a unified federal response group of safety and health experts and capabilities, including representatives from HHS and FEMA. EPA will also work with local emergency planners to ensure that EPA facilities are included in local contingency planning activities.

TACTICS

1.1 EPA will actively manage and maintain a robust and vibrant Occupant Emergency Plan (OEP) Program to safeguard personnel.

RESULTS

EPA personnel will be familiar with evacuation and shelter-in-place procedures at EPA's facilities nationwide in the event of an emergency or national incident.

- 1.1.1** Maintain up-to-date OEPs for EPA facilities.
- 1.1.2** Conduct frequent evacuation and shelter-in-place drills.
- 1.1.3** Fully implement the revised HQ OEP program to include AA-ship management responsibilities and accountability. (FY2004)
- 1.1.4** Provide continuing education and training to personnel, managers and supervisors, security guards, and OEP Team representatives. (As needed basis)

1.2 EPA will utilize a unified federal response group of safety and health experts.

RESULTS

EPA safety and health professionals will be properly equipped, properly trained, and an integral part of a unified network of federal partners ready to respond in the event of an emergency.

- 1.2.1** EPA will pursue a strengthening of field proficiencies of safety and health professionals, as well as establish an internal capability for unified support.
- 1.2.2** EPA will strengthen and maintain a network with other federal partners such as: CDC, National Institute for Occupational Safety and Health (NIOSH), ATSDR, National Institutes of Health (NIH), U.S. Public Health Service (USPHS), HHS, and U.S. Army Medical Research Institute for Infectious Diseases (USAMRIID) to stay current and involved in the cutting edge of medical and protective applications relative to biological, chemical radiation exposures, and/or other terrorist related risks.
- 1.2.3** EPA will integrate a core training program to include emergency response and safety and health personnel to improve consistency, communication and support capabilities.

OBJECTIVE 2 ⇒ EPA will ensure the continuation of the Agency's essential functions and operations.

EPA is committed to ensuring that it is prepared to continue essential functions during an emergency. The primary vehicles to accomplish this task are the Continuity of Operations (COOP) Plans. The Agency will continue to enhance these plans at the Headquarters and regional levels to ensure that it can quickly deploy key personnel to alternative locations and expeditiously resume essential functions. EPA is working to enhance access to critical records and databases and improve communications with field offices in order to support this effort. A prescribed exercise program will also assist in the improvement of implementation of the plans. Finally, EPA will develop memoranda of understanding and interagency agreements as needed to ensure that EPA can secure goods and services to support continued EPA operations.

TACTICS

- 2.1 EPA will maintain current COOP Plans and ensure organizations are prepared to implement them.**

RESULTS

EPA will have the capability to ensure the continuation of essential functions in the event of an emergency or threat of emergency as demonstrated through exercises.

- 2.1.1 Update planning documents. Completed.
- 2.1.2 Prepare an alternate facility. Completed.
- 2.1.3 Establish capability to communicate, coordinate operations, and access requisite records and databases from that alternate facility. (FY2004)
- 2.1.4 Conduct regular training activities and exercises.
- 2.1.5 Participate in interagency COOP exercise (Forward Challenge). (FY2004)

2.2 EPA will ensure the quick identification of technical and scientific expertise.

RESULTS

EPA will have the technical and scientific expertise it needs, where and when it is needed, to respond to and recover from a national emergency. To ensure the quick identification of technical and scientific expertise, EPA will implement a Workforce Planning methodology in a phased-in approach.

- 2.2.1 Pilot the Workforce Planning methodology and information management tools to identify competencies in at least six program offices and three regions. Begin to address the mission critical skill and competency gaps/surpluses in those offices. (FY2004)
- 2.2.2 Complete an Agency-wide implementation of the Workforce Planning methodology for all areas of the pilot offices (approximately 9,000 personnel). (FY2004)
- 2.2.3 Complete an Agency-wide Workforce Planning System competency inventory. (FY2005)

OBJECTIVE 3 ⇒ EPA will maintain a secure technology infrastructure capable of supporting lab data transport and analysis functions, 24x7 telecommunications to all EPA locations, and management of critical Agency data and information.

EPA is committed to analyzing and aligning the Agency's technical (IT and labs) capabilities to meet expectations and strategic objectives. EPA will provide a "hot" site for critical Agency data with redundant telecommunications capability and will support an emergency response center with the necessary information technology infrastructure to ensure data and voice communication throughout at all times. EPA will also provide wireless and hardwired technologies to all emergency response personnel for voice, email, and internet access.

TACTICS

- 3.1 **EPA will analyze and align technical capabilities to meet expectations and strategic objectives.**

RESULTS

EPA's technical infrastructure will continuously and reliably support decision-makers and staff in carrying out the Agency's responsibilities during and after incidents and threats.

3.1.1 Conduct analysis of OEI technical capabilities.

3.2 EPA will provide a "hot" site for critical data with redundant telecommunications capability. Completed.

RESULTS

EPA operates a "hot" site with redundant telecommunications for critical data.

3.2.1 Develop specifications and create a "hot" site for critical operations. Completed.

3.3 EPA will support an emergency response center with needed IT infrastructure. Completed.

RESULTS

The emergency response center has the necessary IT infrastructure.

3.3.1 Coordinate with the Office of Solid Waste and Emergency Response (OSWER) to ensure continuous service. Completed.

3.4 EPA will provide wireless and hardwired technologies to all emergency response personnel for voice, email, and internet access.

RESULTS

All emergency response personnel have wireless and hardwired technologies for voice, email and internet access.

3.4.1 Develop specifications and provide wireless and hardwired technologies to emergency response personnel. (FY2004)

OBJECTIVE 4 ⇒ EPA will ensure that the Agency's physical structures and assets are secure and operational.

EPA is committed to an on-going program of assessing, mitigating, and auditing and upgrading EPA's physical infrastructures and assets to ensure they meet minimum physical security requirements as outlined in DOJ's USMS Vulnerability Assessment of Federal Facilities, June 28, 1995. Additionally, the Agency will design, construct, and lease new buildings and major additions that reflect contemporary security features in accordance with the Interagency Security

Committee's (ISC) Security Design Criteria, dated May 28, 2001; and GSA's new Security Leasing Standards (Draft Dated February 3, 2003).

EPA will also protect technical assets, both fixed and mobile, such as monitors, scanner vans, mobile sample prep trucks, trailers, etc., so that equipment will be accessible and functioning in the event of an emergency.

TACTICS

4.1 EPA will safeguard and protect its EPA personnel and buildings/facilities by continually assessing and improving physical security.

RESULTS

EPA personnel will be able to work in safe and secure facilities, which are continually being assessed and upgraded, as appropriate, to meet contemporary security standards, including leveraging and optimizing new technology.

- 4.1.1** EPA will complete physical security vulnerability risk assessments for all of EPA's Security Level 4 and 3 facilities. (FY2003) Completed.
- 4.1.2** In accordance with Federal Protective Service guidance, EPA will conduct physical security vulnerability risk assessments of its Security Level 4 facilities every two years, Security Level 3 facilities every three years, and Security Level 2 facilities every four years.
- 4.1.3** EPA will mitigate critical and high physical security vulnerabilities and risks at EPA's Security Level 4, 3, and 2 facilities, where appropriate. These mitigation efforts will be ongoing for multiple years.
- 4.1.4** EPA will conduct reviews/audits at Security Level 3 and 4 facilities to ensure that funded mitigation efforts were completed properly and identify new findings. (FY2004)
- 4.1.5** EPA will complete window vulnerability assessments at its Security Level 3 and 4 facilities. (FY2004)
- 4.1.6** EPA will initiate window mitigation efforts at three of its Security Level 3 and 4 facilities. (FY2004)
- 4.1.7** EPA will develop and implement new physical security standards through assistance from the Interagency Security Committee, the U.S. DOJ's USMS Vulnerability Assessment of Federal Facilities (June 28, 1995), and other relevant guidance. (FY2005)
- 4.1.8** EPA will determine, select and provide the appropriate protective equipment and level of protection, as well as appropriate training, for safety, health, and security personnel involved in response and remediation. (FY2003)
- 4.1.9** EPA will coordinate and provide medical consultation, monitoring, and treatment for personnel who may experience hazardous exposures to threatening agents while engaged in terrorist act response and remediation activities and/or support.

4.1.10 Design, construct, and lease buildings that reflect contemporary security features in accordance with applicable criteria. EPA will incorporate Interagency Security Committee's Design Criteria and GSA's Public Building Services' Facilities Standard into design and construction. Additionally, EPA will implement GSA's new Security Leasing Standards (Draft dated February 3, 2003) on all leases from this point forward.

4.2 EPA will protect technical assets, both fixed and mobile (e.g., monitoring and testing equipment), so equipment will be accessible and functioning in the event of an emergency.

RESULTS

EPA will have the equipment it needs, where and when it needs it, and technical assets will be adequately protected, accessible, and functioning.

4.2.1 Standardize methods for conducting technical procedures so staff from various labs and HQ offices are interchangeable in deploying to the field and operating equipment. EPA will develop two standardized methods in FY2003 and three methods in FY2004 for conducting technical procedures for deploying field and operating equipment. (FY2003 and FY2004)

4.2.2 Security services will be acquired from commercial providers or local law enforcement entities, as needed, to protect fixed and mobile assets.

V. Evaluation

Strategic Objectives, Tactical Action Initiatives, and Benchmarks

OIG will conduct audits and evaluations to help ensure that EPA achieves its Homeland Security objectives and its appropriations supporting homeland security are spent efficiently and effectively. Also, OIG is responsible for assessing cyber threat information that affects EPA's computer infrastructure, and will initiate needed investigative responses.

OBJECTIVE 1 ⇒ EPA will add to knowledge, verification, or action contributing to reduction or elimination of infrastructure and other security risks or challenges.

OIG will organize its assessment of EPA homeland security along topical responsibilities: water and wastewater security, food safety, and air. Many of the concerns that apply to water security will be applicable to the other Agency priorities as well. Therefore, OIG will construct an assessment template that can be applied to water, food, and air. The template will consider: threats, capabilities, and deficiencies, readiness, management, and effectiveness. The mix of questions can include – but is not limited to – the following:

- Threats, Risks, and Vulnerabilities: How are threats and risks identified and validated? How are threat assessments to be conducted? How are assessments disseminated, accessed, and stored?
- Preparedness: Do emergency response plans reflect the findings of the vulnerability assessments? What is the emergency response concept of operations and how are the roles, responsibilities, and activities of the respective stakeholders identified, coordinated, and exercised?
- Capabilities: What capabilities are required by each stakeholder to implement the emergency response plans? What is EPA's role in identifying and addressing challenges that may impede implementation of emergency response plans? How will stakeholders compensate for challenges (in the short term) and resolve them (in the long term)?
- Research and Technology Assessment: How will EPA identify and prioritize objectives in its Homeland Security research plan? How will the Agency's research and development complement work in other agencies and the private sector? How will the Agency select the technologies to initiate its technology verification program?
- Financial Assistance: Are current and planned security grants sufficient to achieve the Agency's security objectives? Are the grants effective in achieving the Agency's objectives? Are grants awarded directly to utilities more or less efficient than those administered through the states?

- Oversight and Effectiveness: Are management and financial controls in place to prevent waste, fraud, and abuse by contractors? Are agreements and understandings in place to ensure coordination of functional activities contracted by operators and government agencies? Are objectives established?

TACTICS

1.1 OIG evaluation work will help determine: How can EPA better execute its Strategy to prevent, prepare, and respond to a terrorist attack to minimize adverse impacts on human health and the environment?

RESULTS

By FY2005, the OIG will answer the following questions and provide specific recommendations to improve the economy, efficiency and effectiveness EPA strategic Homeland Security initiatives.

- 1.1.1** Water Security: How well is EPA carrying out its responsibilities to coordinate the protection of drinking water and wastewater infrastructures?
- 1.1.2** Water Security Grants: Is EPA adequately monitoring grantee performance? Are the grants resulting in improvements in security of large drinking water systems?
- 1.1.3** Air Protection - How well is EPA carrying out its responsibilities to protect ambient and indoor air from chemical and biological threats?
- 1.1.4** Food Supply Safety: How well is EPA carrying out its responsibilities assisting other federal agencies in protecting the nation's food supply?
- 1.1.5** Equipment Purchases for Counter Terrorism Preparedness: Should EPA stockpile normal response equipment and supplies? How did EPA determine needed quantities? Does EPA know that contractors do not have or cannot get needed quantities quickly? Have other ways to address the quantity concerns, such as setting up purchase agreements, been pursued? Will contractors receive government-furnished equipment instead of buying equipment themselves? How will EPA track this equipment?