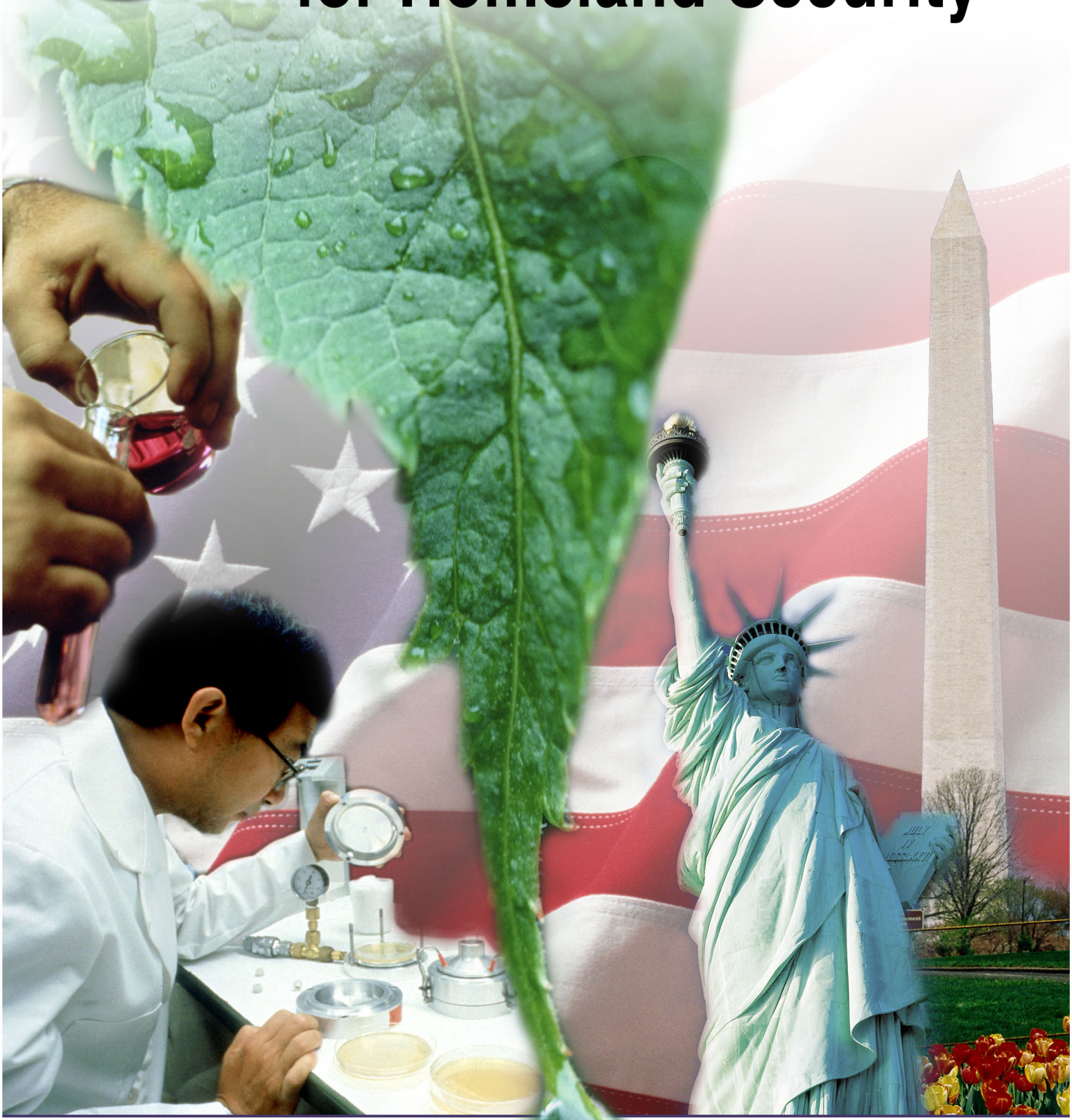
U.S. Environmental Protection Agency

Strategic Plan for Homeland Security



September 2002

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

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THE ADMINISTRATOR

The terrorist attacks of September 11, 2001, transformed the Environmental Protection Agency's long-standing mission to protect the environment and safeguard human health in new and important ways. For more than 30 years, the EPA has worked on behalf of the American people to protect our country from the effects of pollution and the threat of environmental degradation. Our goal has always been to make America's air cleaner, its water purer, and its land better protected.

With the United States under threat of attack from international terrorists and others who seek to do our country harm, EPA's traditional mission has expanded to include protecting our country against the environmental and health consequences of acts of terrorism. EPA has the important responsibility of helping to secure the nation's drinking and wastewater infrastructure, of promoting security of our chemical industry and hazardous materials sector, and of responding and recovering from acts of biological, chemical, certain radiological, and other terrorist attacks.

For example, EPA has been responsible for monitoring environmental conditions in and around the World Trade Center site, to help protect both rescue and recovery workers as well as those who live and work in Lower Manhattan. EPA also was responsible for developing and carrying out a plan for decontaminating the Hart Senate Office Building and other Capitol Hill locations. In addition to this work, every part of the Agency has been actively engaged in efforts to protect our country from attack and increase our ability to respond, should another successful attack occur.

In order to ensure that EPA is able to meet both its traditional mission and its homeland security responsibilities, late last year I directed the Agency's Homeland Security Working Group, chaired by Deputy Administrator Linda Fisher, to develop a strategic plan for homeland security. This document is the result of that effort. It reflects the contributions of every program office and regional office in the Agency and reflects EPA's best thinking about this crucial issue.

EPA's *Strategic Plan for Homeland Security* also reflects the responsibilities assigned our Agency in President Bush's *National Strategy for Homeland Security* and in his legislative proposal for the creation of a new Department of Homeland Security. It recognizes that while the missions we are prepared to carry out are indispensable elements of any national effort to secure the homeland, there may, over time, be other federal departments or agencies better suited or able to carry out certain aspects of those missions.

As this *Strategic Plan for Homeland Security* describes, the Environmental Protection Agency has the experience and expertise to make an important contribution to what President Bush has described as the federal government's most important mission: defending America's homeland in the months and years ahead.

Christine Todd Whitman

TABLE OF CONTENTS

Executive Summary i

EPA's Strategic Goals in Homeland Security 1
- I. CRITICAL INFRASTRUCTURE PROTECTION 1
  - *Goal 1* 1
  - *Goal 2* 6
  - *Goal 3* 9
  - *Goal 4* 11
  - *Goal 5* 13
  - *Goal 6* 15
- II. PREPAREDNESS, RESPONSE, AND RECOVERY 21
  - *Goal 1* 21
  - *Goal 2* 26
  - *Goal 3* 27
  - *Goal 4* 28
- III. COMMUNICATION AND INFORMATION 33
  - *Goal 1* 33
  - *Goal 2* 34
  - *Goal 3* 36
  - *Goal 4* 37
- IV. PROTECTION OF EPA PERSONNEL AND INFRASTRUCTURE 39
  - *Goal 1* 39
  - *Goal 2* 40
  - *Goal 3* 41
  - *Goal 4* 42

Appendices 45

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Executive Summary

The terrorist attacks of September 11 and the threat of further harm to U.S. interests have illustrated the necessity for action by the Federal government to prepare and protect the public against the myriad threats posed by terrorism. As a result, security activities have increased dramatically nationwide, most notably with the President's creation of the Office of Homeland Security (OHS) and proposal to join key federal organizations in a new Department of Homeland Security.

The Environmental Protection Agency's (EPA) mission is clear: to protect human health and safeguard the environment. In pursuing this mission, EPA has developed certain unique scientific and technical expertise and possesses additional capabilities which complement those of other Federal agencies. The events of September 11 and thereafter have led EPA to reassess these capabilities relative to national security to determine whether these capabilities can be enhanced to better protect the American people. As a key agency charged with crisis and consequence management responsibilities under the National Strategy for Homeland Security, EPA must be ready to deploy this expertise and capability to help to detect, prevent, protect against, respond to, and recover from a terrorist attack against the United States.

This document represents the results of strategic planning for homeland security efforts. It reflects the deliberations of the Agency's senior leadership since November 2001 as well as initial discussions with other Federal agencies and organizations, including the Office of Homeland Security. This draft strategic plan for homeland security describes expansion of activities that EPA is already pursuing under existing programs and new initiatives in direct response to potential threats and vulnerabilities. The goals of this strategic plan are organized into four mission-critical areas:

1. Critical Infrastructure Protection
2. Preparedness, Response, and Recovery
3. Communication and Information
4. Protection of EPA Personnel and Infrastructure.

EPA has developed specific tactics to accomplish each goal (see Exhibit 1) and, for many goals, detailed activity lists and time frames for their completion. For almost every tactic, a key initial activity will be coordinated with participation from the new Department of Homeland Security, other Federal agencies, and EPA's partners at the state, local, and tribal levels. In acting cooperatively, all organizations benefit from varying perspectives and expertise, thus ensuring the most efficient use of resources. Each of the four major areas is described briefly below.

Critical Infrastructure Protection

EPA has unique programmatic responsibilities and expertise related to the water and wastewater industries; the use, handling, storage, release, and disposal of chemicals and chemical wastes at industrial facilities; and indoor air quality. In these areas, EPA is committed to assessing and reducing vulnerabilities and strengthening detection and response capabilities for critical

infrastructures. In addition, EPA will contribute to similar efforts led by other Federal agencies addressing food, transportation, and energy industries, and will provide environmental expertise to support Federal law enforcement activities.

Preparedness, Response, and Recovery

Under the National Strategy for Homeland Security and various Federal response plans, EPA has specific response and recovery responsibilities. For example, EPA staff were active in New York City, providing air monitoring at the World Trade Center site shortly after September 11. Other EPA staff had a principal role in carrying out the decontamination of anthrax from the Federal office buildings. These experiences made clear that enhancements in EPA's response and recovery capabilities were necessary. Under this goal, EPA will focus on strengthening and broadening its response capabilities, clarifying its roles and responsibilities to ensure an effective response, and promoting improved response capabilities across government and industry in the areas in which EPA has unique knowledge and expertise. Among the goals in this area are the development, dissemination, and exercising of new and improved tools and techniques for responding to chemical, biological, and radiological incidents.

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, disseminate, and provide understanding to complex information about environmental and human-made contaminants and the condition of the environment. Effectively managing and sharing this information within the Agency and with its partners at all levels of government and industry will contribute to the nation's capability to detect, prepare for, prevent, protect against, respond to, and recover from terrorist incidents.

Protection of EPA Personnel and Infrastructure

The security and protection of its own personnel and infrastructure are critical to ensuring EPA's ability to respond to terrorist incidents as well as continue to fulfill its mission. In recognition of this, EPA will undertake steps to safeguard its staff, ensure the continuity of its operations, and protect the operational capability of its vital infrastructure assets.

Collectively, the activities and initiatives described in this strategic plan represent a significant enhancement of EPA's capabilities to detect, prepare for, prevent, respond to, and recover from terrorist incidents. These efforts will be directed and overseen by the most senior levels of the Agency. EPA is currently exploring a variety of organizational structures that can be used to best manage homeland security efforts. The new structure will be accessed in developing the specific schedule for implementing this strategic plan, establishing performance measures, targets, and accountability mechanisms, facilitating coordination with other Federal agencies and other partners, and ensuring appropriate allocation of resources.

Exhibit 1:
EPA's Homeland Security Goals

Critical Infrastructure Protection Goals

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.
2. EPA will work with the states, tribes, and other partners to enhance security in the chemical and oil industry.
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 our homeland security, counter-terrorism, and anti-terrorism responsibilities under Presidential Decision Directives (PDD) 39, 62, and 63 and environmental civil and criminal statutes.

Preparedness, Response, and Recovery Goals

1. 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 communicate to Federal, state, and local agencies the Agency's roles, responsibilities, authorities, capabilities, and inter-dependencies under all applicable emergency plans consistent with the National Strategy for Homeland Security and efforts undertaken by the new Department of Homeland Security. The Agency will also understand the roles, responsibilities, authorities, capabilities, and inter-dependencies of its partners.
3. 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 advance the state of the knowledge in the areas relevant to homeland security to provide first 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 Goals

1. EPA will use reliable 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 exchange information with the national security community to prevent, detect, and respond to terrorist threats or attacks.
4. EPA will continually and reliably communicate with employees and managers.

Protection of EPA Personnel and Infrastructure Goals

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.

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EPA's Strategic Goals in Homeland Security

I. CRITICAL INFRASTRUCTURE PROTECTION

Strategic Goals, 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 designates EPA as the lead agency for two of the nation's 14 critical infrastructure sectors: the water sector and the chemical industry and hazardous materials sector. EPA's strategic goals for critical infrastructure protection reflect the Agency's role in safeguarding public health and safety by supporting improved security for those parts of the nation's infrastructure that are under EPA's purview.

Specifically, EPA will provide support to drinking water and wastewater utilities, the chemical industry, and those parties responsible for indoor air. In so doing, the Agency will place an emphasis on preparedness and prevention, assisting those responsible for these critical infrastructures in assessing and reducing vulnerabilities and maximizing their response capabilities. In addition, EPA will develop technologies to improve the nation's critical infrastructure and key responders' abilities to detect and monitor environmental threats. Through this work, the Agency will significantly improve the nation's overall capacity to protect critical infrastructure from terrorist attacks.

GOAL 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.

Under both the Safe Drinking Water Act (SDWA) and the Clean Water Act (CWA), EPA works closely with other government agencies, and water utilities (both drinking water and wastewater) to ensure clean and safe water. EPA will work with public and private partners to expand their knowledge and expertise on drinking water and wastewater security issues. Building on and supporting long established relationships with water utilities, water-related governmental entities, and associations, EPA will also assist utilities throughout the U.S. to: (1) understand and utilize the best scientific information, training, and technical expertise on water security; (2) assess their utility's vulnerabilities to a possible attack; (3) take action to improve security; and (4) respond effectively and efficiently in the event that an incident occurs.

TACTICS

1.1 EPA will work with the states, tribes, associations and others to provide tools, training, and technical assistance to assist water utilities in conducting vulnerability assessments, implementing security improvements, and effectively responding to terrorist events. In FY2002, while developing tools and providing training for all utilities, EPA is also providing direct grants to large drinking water utilities for vulnerability assessments, security enhancement designs, and/or emergency response plans. Over time, EPA will

work with states, tribes, associations, and water utilities to identify needs and provide assistance for vulnerability assessments for medium and small utilities, and for high priority security enhancements identified in the water utility vulnerability assessments for all systems. As plans are completed, emphasis on implementation of security enhancements will continue to increase.

RESULTS

By the end of FY2003, all water utility managers will have access to basic information to understand potential water threats, and basic tools to identify security needs. By the end of FY2003, all large community drinking water utilities shall have identified key vulnerabilities and shall be prepared to respond to any emergency. By the end of 2004, all medium community drinking water utilities shall be similarly positioned. By 2005, unacceptable security risks at water utilities across the country will be significantly reduced through completion of appropriate vulnerability assessments; design of security enhancement plans; development of emergency response plans; and implementation of security enhancements.

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. In FY2003, complete guidance for drinking water systems serving less than 3,300 persons.
- 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 which are probable threats to community water systems and wastewater utilities.
- In FY2003, provide information to states, tribes, utilities, and associations on effectiveness of security improvements to reduce risk and address threats.

Training and Technical Assistance

- 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.

Financial Assistance

- 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.
- As funds are appropriated, provide additional financial assistance to drinking water systems to conduct vulnerability assessments, develop emergency response plans, and/or design and implement security enhancements. Prior to awarding funds, EPA

will work with partners to develop a process for determining priorities for the use of the funds and the order in which facilities shall receive funding.

- Assess the resource needs for security activities and enhancements for water utilities in FY2003 and subsequent fiscal years.

Reviewing, Managing, and Protecting Information

- In FY2003, develop and implement a vulnerability assessment review process and enforcement policy. (See Tactic 1.3 for ongoing review processes.)
- In FY2003, develop and implement systems and processes to track certifications from community water systems concerning completion of vulnerability assessments and emergency response plans, in accordance with the schedules established in the 2002 amendments to the Safe Drinking Water Act (SDWA).
- 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.

1.2 EPA will work with the Department of Homeland Security, other Federal agencies, universities, and the private sector to:

- ▶ **solicit and review methods to prevent, detect and respond to chemical, biological, and radiological contaminants that could be intentionally introduced in drinking water systems and wastewater utilities;**
- ▶ **review methods and means by which terrorists could disrupt the supply of safe drinking water or take other actions against water collection, pretreatment, treatment, storage, and distribution facilities; and**
- ▶ **review methods and means by which alternative supplies of drinking water could be provided in the event of a disruption.**

EPA will also develop a program to verify new technologies for water security and provide for exchange of information on new methods and technologies as they become available.

RESULTS

Starting in FY2003, water utilities, key response agencies, and policymakers will have improved information and knowledge to make timely and effective analytical and technological decisions to enhance security, detect contamination, and respond to incidents.

Research 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, our ability to detect them, and the effectiveness of various treatment methods to counteract them. The research plan will be comprehensive, covering all research needs for drinking water and wastewater security.
- Begin implementation of interim priority research projects in FY2002, review and update the plan on an annual basis, and continue implementation in subsequent years.

Technology Development

- Establish a technology verification program for water utility security in FY2002 and evaluate at least 10 technologies in FY2003 and subsequent fiscal years. Develop and implement outreach projects on effective security technologies within three months of establishing the effectiveness/applicability of priority technologies.
- Work with water utilities to develop and implement at least three and up to five pilot testing programs in FY2003 to evaluate promising technologies.

Monitoring and Analysis

- Provide guidance and technical assistance to water utilities on implementing water security monitoring and surveillance programs. Develop an interim monitoring guidance for water utilities in FY2003 and update as new information becomes available.
- Provide information on lab capacity to utilities, state response agencies, and other appropriate parties in FY2002 and subsequent fiscal years.
- Develop guidelines for wastewater utilities on the safe and effective analysis, treatment, and disposal of decontaminated wastes.

Technology and Information Transfer

- Sponsor annual conferences to disseminate research results and new information through the Information Sharing Analysis Center (ISAC).
- In FY2002, start development of a contaminant database listing high risk contaminants and specific information relative to identification, treatment, and potential human health impacts. Implement the database in FY2003 and make continuous updates in subsequent fiscal years.
- In FY2002 and beyond, as needed, identify and/or develop contaminant fact sheets on key water security threats and standard operating procedures, and provide to response agencies and water utilities in appropriately secure manner.

1.3 EPA will work with states, tribes, and water utilities to implement water security practices in ongoing water utility operations. EPA will also work with states and tribes to build security concerns into ongoing review systems (e.g., sanitary survey, capacity development, operator certification, and treatment optimization program for drinking water systems and pretreatment program, environmental management systems, and operator certification programs wastewater).

RESULTS

Beginning in FY2003, water utilities' will incorporate security measures as a standard aspect of day-to-day operations and EPA, states, and tribes will review security measures at water utilities on a continuous basis. Through ongoing practice and review, water utilities' managers and employees will optimize security measures.

- In FY2002, revise sanitary survey protocol for drinking water systems to include security reviews. Develop and implement revised training in FY2003 and subsequent fiscal years. As those drinking water systems that are required to assess vulnerabilities and develop emergency response plans have completed their work, ongoing EPA,

state, and tribal review activities will evaluate whether appropriate security measures have been implemented. Those water utilities that are not required to carry out vulnerability assessments or develop emergency response plans will also be encouraged to do so through ongoing system reviews by regulatory authorities.

- Amend highest priority, existing training programs and management systems to incorporate security issues starting in FY2002, and implement revised training in FY2003 and subsequent fiscal years.
- In FY2002 and beyond, provide financial support to states and tribes to manage and integrate water utility security activities into their routine program activities.

1.4 EPA will work with other government agencies, utility organizations, and water utilities to establish formal communication mechanisms to facilitate the timely and effective exchange of information on water utility security threats and incidents.

RESULTS

Starting in FY2003, water utilities, law enforcement agencies, and state and Federal response and prevention programs will have timely and accurate security threat information and incident analysis to make effective decisions for water security preparedness and response.

- Continue to provide financial assistance to the Association of Metropolitan Water Agencies (AMWA) in FY2003 and subsequent fiscal years to establish and maintain a secure Information Sharing and Analysis Center (ISAC) for the water utility sector to exchange water threats/incident information and analysis.
- Beginning in FY2002, provide support to improve communication networks between states, water utilities, and other appropriate parties.
- Facilitate classified briefings from intelligence and law enforcement agencies for appropriate officials at EPA, states, and water utilities.
- Establish partnership(s) with appropriate organization(s) (including states, local groups, and water utilities) to determine and encourage appropriate citizen action to provide extra eyes and ears at water supplies and system infrastructure, and alert appropriate authorities of any suspicious activities.

1.5 EPA will work in coordination with the new Department of Homeland Security to foster coordination among Federal, state, tribal, and local emergency responders, health agencies, environmental and health labs, the medical community, and the law enforcement community at all levels (Federal, state, and local) concerning response to potential terrorist actions against water utilities. This will be achieved through training and support of simulations and emergency response exercises.

RESULTS

In the majority of water security incident responses and exercises, the decision making and communication structures of response agencies will function smoothly (without critical errors).

- Beginning in FY2002, EPA will support at least two national training and information exchange projects per year for the appropriate stakeholders (e.g., local emergency responders, health agencies, and law enforcement agencies).
- In FY2002, EPA will prepare emergency response guidelines to foster local networking of appropriate agencies and stakeholders.
- Working with the appropriate agencies, EPA programs, and stakeholders, EPA will support simulations and exercises for both nationally significant and localized events in FY2003 and subsequent years.
- Beginning in FY2003, the water program will meet with the National Response Team [NRT (Federal agencies responsible for response support)] and the regional Incident Response Teams (IRT) as needed (at least annually) to ensure effective response to attacks on the water utilities.

1.6 EPA will work with other critical infrastructure sectors to further understand and reduce the impact on water utilities of terrorist attacks on related infrastructure as well as the impacts of attacks on water utilities on other critical infrastructure.

RESULTS

Water utility sector vulnerabilities and impacts resulting from attacks on other critical infrastructure sectors will be reduced and vice versa.

- Beginning in FY2003, EPA will analyze implications of sector interdependencies. In FY2003 EPA will meet with the transportation and energy sectors and related Federal, state, and local agencies periodically (at least annually) to assess water utility interdependency issues, identify collaborative opportunities or conflicts, reduce redundancies, and implement solutions.

GOAL 2 ⇨ EPA will work with the states, tribes, and other partners to enhance security in the chemical and oil industry.

The National Strategy for Homeland Security designates EPA as the lead agency for protection of the nation's chemical industry and hazardous materials critical infrastructure. In addition, the public expects that EPA will take an active role in enhancing safety and security measures to deter terrorist attacks on chemical facilities and related infrastructure. Under Section 112(r) of the Clean Air Act (CAA), EPA has the responsibility and the authority to prevent and prepare for accidental releases of hazardous chemicals from facilities that make, use, or store such substances. Under the Resource Conservation and Recovery Act (RCRA), the Agency has the authority to regulate the management of hazardous chemical wastes from "cradle to grave." Under the Oil Pollution Act (OPA) and Clean Water Act (CWA), the Agency has authority to require actions to prevent and prepare for releases from petroleum facilities which could pose substantial harm to the public and the environment. Similarly, under Federal pesticides and toxic substances laws, EPA is also responsible for the safe use of pesticides and has broad authority to regulate toxic substances. Building on the existing framework for safety within the chemical industry, EPA will work with other appropriate agencies and the private sector to assess and address vulnerabilities within that industry.

TACTICS

2.1 EPA will work with the chemical industry to assist and encourage the development of comprehensive chemical facility physical security guidelines, and chemical facility vulnerability assessment tools. As part of these efforts, EPA will work with industry to develop vulnerability assessment guidance, identify potential security enhancements, examine the feasibility of integrating "inherently safer technologies," and explore with industry the use of third party verification for security at chemical facilities.

RESULTS

Industry effectively uses tools to assess their site security vulnerability and based on their assessment takes positive steps to address site security and hazard reduction.

- Participate on the security subcommittee of the Center for Chemical Process Safety (CCPS), including their efforts to develop chemical facility security guidelines and a vulnerability assessment methodology in FY2002.
- Assist/review a security code under development by the American Chemistry Council (ACC) in FY2002.
- Work with the National Fire Protection Association (NFPA) to enhance its security provisions for the management of flammable chemicals in FY2004.
- Explore with industry the use of third party verification for security at chemical facilities in FY2003.
- Integrate consideration of "hazard reduction," including the use of "inherently safer technology" into the above activities in FY2003.
- Continue to assist the Department of Justice (DOJ) in their effort to develop a vulnerability assessment methodology (VAM) in FY2003.
- Work with industry to develop guidance on vulnerability assessments, security enhancements, and hazard reduction in FY2003.

2.2 EPA will assist small and medium-sized enterprises with the tools they need to address security concerns. As part of this effort, EPA will work with the Small Business Administration (SBA) to identify important site security concerns for pertinent small businesses. These concerns will include vulnerability assessments, site security enhancements, and hazard reduction techniques. Based on these efforts, EPA will then work with SBA to provide outreach materials and technical assistance to small businesses associated with the above areas.

RESULTS

Small and medium sized enterprises use tools effectively to assess their site security vulnerability and takes positive steps to address site security and hazard reduction.

- Work with SBA to identify "targets of opportunity" for small businesses to address site security concerns. (FY2003–2004)
- Develop fact sheets associated with vulnerability assessments, site security enhancements, and hazard reduction. (FY2003–2004)
- Provide notice of training for pertinent topics associated with vulnerability assessments, site security enhancements, and hazard reduction. (FY2003–2004)

- Provide technical assistance, associated with vulnerability assessments, site security enhancements, and hazard reduction, as appropriate. (FY2003–2004)

2.3 In coordination with the new Department of Homeland Security, EPA will work with emergency planning organizations to assist them in understanding site security hazards and prioritizing risks with their chemical facilities. As part of this effort, EPA will provide technical guidance and outreach materials about chemical security to these organizations.

RESULTS

State and local emergency planning organizations are satisfied that technical guidance and outreach materials assist them in understanding site security hazards and prioritizing their workload.

- Provide technical guidance and outreach materials about chemical security to State Emergency Response Commissions (SERC), Local Emergency Planning Committees (LEPC), tribal emergency planning authorities, and Area Committees. (FY2004)

2.4 EPA will work with the oil industry trade associations to assist and encourage the development of comprehensive physical security guidelines and vulnerability assessment tools.

RESULTS

Industry effectively uses tools to assess their site security vulnerability and takes positive steps to address site security and hazard reduction.

- Work with the American Petroleum Institute (API) on their Security Guidance for the Petroleum Industry. (FY2003)
- As part of spill prevention inspections, work with facilities on security improvements. (FY2004)

2.5 EPA will work to ensure that the sale, distribution, use, storage, and disposal of chemical pesticides and other non-pesticidal chemicals are adequately safeguarded from threats posed by terrorism. As part of this effort, EPA will develop and broaden its technical expertise to identify the riskiest pesticide chemicals, develop and expand the available information on chemical pesticides and in assessing risks of exposure to those chemicals, and work to share this information with state, local, and tribal governments.

RESULTS

EPA will develop relevant current chemical information, by FY2003–FY2004, enabling state, local, and tribal governments to ensure that the sale, distribution, use, storage, and disposal of chemical pesticides and other non-pesticidal chemicals are adequately safeguarded from threats posed by terrorists.

- Broaden technical expertise and develop a collaborative approach to identify the riskiest chemicals and use pollution prevention approaches to help minimize potential chemical vulnerabilities. (FY2003–2004)
- Develop and/or expand the available information on pesticidal and non-pesticidal chemicals (e.g. through the Acute Exposure Guideline Limits program). (FY2003–2004)
- Strengthen the pesticide applicator certification program. (FY2004)
- Work to share relevant chemical pesticide data with state, local, and tribal governments (e.g. including working to develop methods for sharing confidential business information (CBI) with state, local, and tribal governments that agree to provide adequate protection of the information). (FY2004)
- Develop and issue revised pesticide storage and disposal regulations.

GOAL 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 Superfund Amendments and Reauthorization Act (SARA) 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 new 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 and widely disseminated.

RESULTS

Building managers will have the basic tools they need to adequately protect their buildings from the threats of CBR terrorism by 2003. Target audiences in the building community will have access to more in-depth guidance on topics of concern for protecting their buildings by 2004.

- Work with Federal partners on the Office of Homeland Security Building Air Protection Work Group ("the Work Group") to produce and disseminate guidance for protecting building environments from airborne chemical, biological, or radiological attacks.
- Work with Federal partners on the Work Group to produce and disseminate additional in-depth guidance on specific topics related to protecting building environments from airborne chemical, biological, or radiological attacks.

3.2 EPA will work with private sector stakeholders to ensure initial guidance is utilized.

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. Resources permitting, EPA will facilitate the development and delivery of training by private sector organizations/individuals proficient in these techniques to the building community by FY2005.

- Work with 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.

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

RESULTS

An inventory of existing Federal guidance will be developed by the end of CY2002.

- Work with other Federal agencies to prepare an inventory of existing Federal guidance on this topic.
- Explore the feasibility of inventorying non-Federal resources on this topic.

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 have developed a process for assessing new building protection technologies.

- 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 protecting their residences from possible biological, chemical, or radiological attacks.

RESULTS

An OHS Building Air Protection Work Group paper will be developed in FY2002 that outlines the key issues.

- Through the OHS interagency Work Group, develop a paper outlining the key considerations in developing communications for the general public. Utilize the OHS infrastructure to determine the optimal mechanism for bringing cross-media residential guidance to fruition.

3.6 In coordination with other Federal agencies, the OHS Building Air Protection Work Group will develop a research strategy 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. The process will be completed in FY2003.

GOAL 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. The Agency will also make historic data available to determine trends and background levels that will aid in setting baselines for detection. In addition, monitoring surveillance may provide valuable and timely data to detect anomalies in the ambient air that may indicate if further, more detailed, analysis is warranted. EPA will work with other agencies and the private sector to support this effort, will discourage any unnecessary duplication, and will help ensure that detection methods and communication systems are optimized and standardized.

TACTICS

4.1 In support of the new Department of Homeland Security, EPA will work with the states, tribes, and other Federal agencies, utilizing the current air monitoring infrastructure to detect potential threats in the ambient air in near real-time.

RESULTS

By FY2003, EPA's ambient air monitoring data will be fully available to other Federal agencies, as needed. Assuming funding availability, EPA will begin enhancing its ability to collect ambient air monitoring data on a near real-time basis to a centralized database and to other Federal agencies. The enhancement process will be implemented on a state-by-state basis, with completion expected by the end of FY2008.

- Provide support to other Federal agencies on their biological detection monitoring, such as the Department of Defense's (DOD) pilot in Albuquerque.
- Enhance real-time monitoring capabilities, if needed, at selected sites within current monitoring network for reporting indicators threats to the ambient air.
- Provide information from the current Environmental Radiation Ambient Monitoring System (ERAMS, currently being upgraded into a National Monitoring System) to other Federal agencies.

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

RESULTS

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

- Provided particulate filters to Sandia National Laboratory for analysis of biological agents.

4.3 EPA will work with other Federal, state, and local agencies to standardize methods for ambient air monitoring and analysis.

RESULTS

Beginning in FY2002, EPA will participate on interagency committees that are developed to address standardization of ambient air monitoring and analysis.

- Serve on, and provide input to, interagency committees to establish standardized methods.

4.4 In coordination with other agencies, EPA will use its basic and applied research capabilities, in cooperation with the private sector to develop, validate, and advance the science of chemical and biological monitoring and detection technology in support of the goals contained in the National Strategy for Homeland Security.

RESULTS

During FY2003 and FY2004, EPA will implement a two-year 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. This effort will extend to improvements in protecting public health through provision of cleaner indoor environments as well as protection of building occupants against deliberately introduced contaminants.

- Perform a review of all existing monitoring and detection technologies.
- Within the OHS National Strategy, determine what types of detection technology is needed.
- Coordinate with other agencies the development and dissemination of detection technologies.

GOAL 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 expertise to complement their efforts. The Agency will use the knowledge and experience we have gained in implementing the nation's environmental laws (which address pesticides and toxic substances, air and water pollution, drinking water, hazardous wastes, 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 will work with other Federal departments/agencies, state and local governments, and the private sector to ensure that the nation's food can be protected from the impacts of radiation involved in terrorist incidents.

RESULTS

- Work with Federal partners on the Federal Radiological Preparedness Coordinating Committee (FRPCC) to ensure that EPA's Protective Action Guides (PAG) are based on timely, sound science and address the threats of terrorism.

5.2 EPA will work with other Federal departments/agencies, state and local governments, and the private sector to encourage emergency preparedness for transportation incidents involving radiation.

RESULTS

- Work with Federal partners on the FRPCC to encourage consistency between EPA's PAGs and future revisions to the Department of Transportation's (DOT) Emergency Response Guidebook (ERG).
- Work with Federal partners on the FRPCC to increase state and local preparedness for non-fixed-facility incidents, including those in transportation.
- Work with Federal partners on the FRPCC to revise the PAGs to include homeland security scenarios and to include recently issued Food and Drug Administration (FDA) guidance on food.

5.3 EPA will work with the U.S. Customs Service (USCS) to prevent the importation of unwanted radioactive materials into the United States.

RESULTS

EPA will assist its partners in monitoring and preventing entry into United States sea ports of radioactively contaminated scrap metal. EPA will also collect data on the frequency with which this scrap metal is imported into the United States.

- Office of Radiation and Indoor Air (ORIA) will continue working with USCS to develop and refine a method to detect radiation in international scrap metal shipments coming into the United States at seaports.
- ORIA will continue to collect data on the frequency with which radioactively contaminated scrap metal is imported into the United States.

5.4 EPA will work with USCS 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 USCS 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 develop an integrated enforcement strategy for imports/exports of toxic and hazardous materials, pesticides, and wastes, including a process for referring cases from USCS to EPA for enforcement.

- Improve EPA data infrastructure and intelligence gathering capabilities and links to USCS and other law enforcement databases.
- EPA will work with USCS to increase compliance monitoring and civil/criminal enforcement of environmental laws at the border.

5.5 EPA will work with the other Federal departments/agencies, state and local governments, and the private sector to ensure that the nation's food can be protected from biological, chemical, and radiological contamination due to acts of terrorism.

RESULTS

- Participate in PrepNet and other interagency activities designed to deter/prevent the use of food as a weapon or disrupt the food supply.
- Provide scientific and technical expertise to assist food agencies to assess risks/threats to food production, processing, transportation, storage, and delivery.
- 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.
- Share EPA's plans for protection and preparedness with the Federal food agencies, and clarify the Agency's role in preparedness and response.
- Provide other food agencies with a list of contacts and information on databases/expertise.
- Evaluate/discuss with other agencies whether existing EPA networks should be modified to deal with terrorism incidents in food.
- Participate in preparedness exercises conducted by other Federal agencies related to food and water incidents.

5.6 EPA will work with other Federal, state, and local food agencies to share and strengthen current laboratory methodologies and capacities to respond to food-related biological and chemical emergencies.

RESULTS

- Upgrade existing EPA laboratory capabilities to deal with food contaminants.
- Work with other Federal agencies to: (1) identify laboratories, (2) assess capabilities, (3) determine priority agents, and (4) develop methods.
- Assist the food agencies to identify laboratory infrastructure needs for food-related biological and chemical terrorism.
- Strengthen state laboratory capabilities to be better prepared for biological, pesticide, and industrial chemical terrorism to the food supply.
- Provide EPA radiological laboratory capabilities for food contamination detection and quality assurance, as needed.

GOAL 6 ⇨ EPA will manage its Federal, civil, and criminal enforcement programs to meet its homeland security, counter-terrorism, and anti-terrorism responsibilities under Presidential Decision Directives (PDD) 39, 62, and 63 and environmental civil and criminal statutes.

EPA enforcement programs monitor and enforce a number of environmental statutes which 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 which are important in preventing unanticipated releases of materials harmful to public health or the environment and in assuring that such facilities are prepared to address the results of such an event. Enforcement of regulatory requirements related to manufacturing and sales of pesticides and toxic substances can help assure that these materials stay out of the hands of criminals. 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. 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, USC, Section 3063.

PDD 39 and PDD 62 outline the responsibilities of the Lead Federal Agency (LFA) for the U.S. Government's activities related to a domestic [Federal Bureau of Investigation (FBI)] and international (State Department) terrorist attack or threat; the U.S. Secret Service (USSS) is the LFA for a National Special Security Event (NSSE). These agencies can mobilize EPA to assist in crisis management and direct protective services. PDD 63 sets forth physical and cyber-based critical infrastructure protection (CIP). In general under these provisions, EPA law enforcement activities

can be used for detection, preparation for, prevention, protection, as well as response to and recovery from a human or cyber terrorist threat or attack.

TACTICS

6.1 EPA will meet its crisis management responsibilities under PDD 39 and PDD 62 to detect, prepare for, prevent, protect, and respond to requests for law enforcement support by the FBI or USSS as the Lead Federal Agency (LFA).

RESULTS

By end of FY2003 EPA has a counter-terrorism team trained in infrastructure protection and response, and are capable of being deployed to an incident within 12 hours after notification by the FBI or USSS.

- Develop six, five-member EPA Criminal Investigation Division (CID) National Counter-Terrorism Evidence Response Teams (NCERT) to provide criminal, investigative, and technical environmental crime scene support.
- Develop two, five-member Office of Criminal Enforcement, Forensics and Training/National Enforcement Investigations Center (OCEFT/NEIC) Counter-Terrorism Response Teams (CTRT) to provide NCERT personnel with civilian technical threat assessment support.
- Train OCEFT/NCERT and CTRT personnel to deliver law enforcement support to USSS in the direct protection of critical infrastructure during National Special Security Events.

6.2 The Agency will provide crisis management training through the National Enforcement Training Center 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.

- Provide environmental domestic terrorism training to more than 1,000 FBI and USSS law enforcement and technical support personnel.
- Provide environmental physical and cyber-attack critical infrastructure protection training to the FBI and USSS law enforcement and support personnel staffing the FBI National Infrastructure Protection Center (NIPC) and General Services Administration (GSA) Federal Computer Incident Response Center (FedCIRC).
- 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) to 179 foreign law enforcement member partners.

- Provide environmental domestic terrorism training to 50 State Associations of Chiefs of Police.
- Provide environmental domestic terrorism training to more than 3,100 County Sheriffs' offices through the Environmental Crime Committee of the National Sheriffs' Association and the Major County Sheriffs' Association.
- Provide environmental domestic and international training to the 19,000 law enforcement organizations from more than 100 member countries through the Environmental Crimes and Terrorism Committees of the International Association of Chiefs of Police and the Major City Chiefs of Police.

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

RESULTS

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.

- 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 identify, detect, prevent, and protect local communities from the environmental threats to homeland security through the 93 DOJ U.S. Attorneys' Office (USAO) Anti-Terrorism Task Forces (ATTF) and 41 DOJ FBI Joint Terrorism Task Forces (JTTF) assessing national, transborder, transnational, and international threats to domestic security.
- Increase implementation of accident and spill prevention programs related to homeland security.
- Increase efforts to implement import/export programs for hazardous wastes and toxic/hazardous materials.
- Improve data collection concerning hazardous waste import shipments through regulatory amendments and increased cooperation with the USCS at 301 ports of entry.
- 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.
- Improve border screening and movement monitoring of imported and exported hazardous waste, particularly waste chemicals of concern, in partnership with USCS and industry at 301 ports of entry.
- Increase efforts under the Federal Insecticide, Fungicide, and Rodenticide Act/Toxic Substances Control Act (FIFRA/TSCA) for manufacturing, sales, licensing.

6.4 EPA will meet direct protection responsibilities.

RESULTS

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

- 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 (e.g. Governor Whitman).
- Assist USSS and the FBI with NSSE support of the President, Vice President, and other Designated Domestic and Foreign Dignitaries.

6.5 EPA will meet the environmental crisis management, law enforcement, and cyber critical infrastructure protection responsibilities under PDD 63.

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 and counter cyber-attacks and promote critical infrastructure protection (CIP) within EPA and among delegated state programs interfacing and reporting to environmental data or information to the Agency.

- In FY2000, the OIG established 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.
- The OIG will provide OIG/CCU support to Agency information security personnel by providing incident detection, response training, and incident response procedures.
- 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.
- 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.
- In FY2002, commenced operation of a CID Electronic Crimes Team (ECT) and a National Computer Forensics Laboratory (NCFL) to work jointly with the FBI, USSS, EPA's CSIRT, EPA OIG and other law enforcement agencies in protecting against 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). In FY2003, EPA will develop and implement a center for threat detection and analysis.
- EPA-OIG and OECA (EPA-CID) will participate in OEI's Intra-Agency CSIRT.

- OECA will provide criminal investigator/technical support to the Agency's Water Protection Task Force.
- OECA will provide criminal investigator/technical support to the FBI Strategic Information and Operations Center (SIOC) supporting local, county, state, and Federal efforts to identify or detect, protect, prepare, prevent, and respond to vulnerabilities of water systems.

6.6 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

By FY2004, all compliance inspectors and enforcement personnel are trained in homeland security and compliance with homeland security requirements is widely disseminated among the regulated community.

- Develop and collect materials from various EPA programs and provide to the Compliance Assistance Centers and inspectors.
- Provide training in issues related to homeland security to Compliance Inspectors and enforcement personnel.
- Develop an implementation plan for outreach to the regulated community.

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II. PREPAREDNESS, RESPONSE, AND RECOVERY

Strategic Goals, Tactical Action Initiatives, and Benchmarks

The terrorist attacks of September 11 and the subsequent anthrax releases have shown that EPA must enhance its capabilities in response and recovery, work more closely with government and industry partners, and ensure that all Federal partners know where EPA fits into the Federal response system. The National Strategy for Homeland Security specifically designates EPA, in the event of a national incident, with the lead responsibility for decontaminating affected buildings and neighborhoods and providing advice and assistance to public health authorities in determining when it is safe to return to these areas. EPA's strategic goals in this section, therefore, focus on enhanced capabilities, clarification of roles and responsibilities, and enhanced governmental and industrial response capabilities.

EPA currently maintains a cadre of personnel trained to respond to chemical, biological, and radiological (CBR) releases, 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 has provided support to the FBI during the crisis management of a terrorist threat, and has a major role to play during the consequence management phase of an attack. All of these activities will be enhanced to respond to future events.

GOAL 1 ⇨ 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 contaminants.

Additionally, the Agency's senior leadership must have a clear decision-making structure during an incident, as well as the infrastructure in which to continue overall Agency and governmental operations. Every key person should understand his role and practice it in planned exercises to enhance effectiveness. EPA will meet the challenges of the goal by: (1) increasing the number and capability of personnel; (2) refining and exercising the incident coordination structure; (3) developing additional tools; and (4) establishing measurable improvement goals for the core emergency response program and developing readiness criteria for the Agency as a whole.

TACTICS

1.1 EPA will refine and exercise its internal emergency response decision-making and communications structures to be prepared for potential terrorist attacks of national significance.

RESULTS

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

- Review the Agency's emergency response decision-making and communication structures for nationally significant incidents and develop draft modifications. (July 2002)
- Dialogue with senior management, revise as needed and issue policy memo. (September 2002)
- Communicate the structures Agency-wide and train key personnel. (December 2002)
- Exercise the system. (February 2003)

1.2 EPA will establish measurable improvement goals for the core-emergency response program and develop readiness criteria for the Agency as a whole.

RESULTS

In FY2003, EPA will establish readiness criteria for all program offices. 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.

- Use the Core Emergency Response Program as a template to develop readiness criteria and an evaluation process for the Agency. (March 2003)
- Implement evaluation process and establish a baseline score. (July 2003)
- Identify and train non-emergency HQ personnel to understand the emergency response decision-making and communications structure and be ready to staff the Emergency Operations Center (EOC) for a nationally significant event. (March 2003)
- Routinely conduct preparedness exercises in every Region and HQ per the readiness criteria established above. (Annually)
- Continuously evaluate and improve the Agency's capabilities, as measured in the readiness criteria. (Annually)

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. By FY2003, three such incidents, and increasing by one per year, up to five simultaneous incidents by FY2005. 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 FY2003, EPA's National Air and Radiation Laboratory's (NAREL) deployable lab capability will have been expanded through the purchase and implementation of additional equipment. NAREL will maintain mobile labs in a ready condition that can be deployed with the Radiological Emergency Response Team (RERT) Commander within two to six hours of notification of a radiological incident. In future years, NAREL and RI&E mobile lab capabilities will be maintained, updated and exercised once per year.

- Create an Environmental Response Team (ERT) West to support the Agency-wide counter-terrorism program. (September 2002)
- Enhance, and where appropriate, establish regional Emergency Operations Centers (EOC).
- Hire additional OSCs. (October 2002)
- Improve and expand training guidelines and courses. (Ongoing)
- Conduct training and exercise programs in accordance with guidelines and readiness criteria. (Ongoing)
- Enhance the medical monitoring program for all potential responders and issue new guidelines. (December 2003)
- Develop and document procedures for exceeding administrative limits on radiation exposure during emergency response. (September 2004)
- Identify and obtain enhanced contract support for responders. (September 2003)
- Augment NAREL's mobile radiation emergency response capability. (September 2003)

1.4 EPA will develop a Crisis Response Support Group, which will activate during terrorist and other major incidents, to support EPA's emergency responders. The support group will include:

- Technical Response Support Team (for incident management staffing),
- Administrative and Financial Management Support (including a Contract Strike Team),
- Emergency Communication Outreach Team (ECOT),
- Critical incident stress support for responders and emergency managers,
- Immediate access to internal and external experts, and
- National Response Decontamination Team (to provide expertise for the decontamination of buildings/indoor environments).

RESULTS

By FY2004, all elements of the Crisis Response Support Group are trained and capable of responding, and have deployed to an actual incident or to a major exercise.

- Secure resources and staff for the National Response Decontamination Team to become fully functional. (2003)

- In the event of a national emergency, EPA will have the capacity to award interagency agreements to secure needed goods and services, as identified by program offices in support of EPA operations, within 24 hours. (March 2003)
- Identify constraints such as indemnification and limits of liability. (September 2002)
- Adjust regulations, agreements, and contracts as required to overcome above restraints. (September 2003)
- Develop a strategy and procedure to obtain and access to equipment stock piles. (September 2002)
- Identify training needs and train team members within the Crisis Response Support Group. (September 2002)
- Exercise the Crisis Response Support Group with other responders. (June 2003 and Annually)
- Create an implementation plan for supplemental resources needed during a response, including a Quick Response Procurement Program. (December 2002)
- Adapt existing Agency networks and databases to develop and maintain a resource list of external and internal experts, and ensure responders have 24/7 access to the list. (December 2002)

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 5,000 National Monitoring System samples and maintain laboratory capacity to perform radiochemical analyses for air, water, and other environmental samples during a contamination event.

In FY2004, EPA will be able to provide real-time radiation levels at 50% of the National Monitoring System fixed monitoring locations. This capability will increase by 5% each year. Additional information will also be available within five hours of sample collection, as well as detailed radiological information within 48 hours after transportation to NAREL for further analysis.

By FY2005, the National Monitoring System will be able to provide Agency decision makers with the information they need, in a timely manner, to make decisions regarding incidents in which EPA is the Lead Federal Agency (LFA).

- Purchase and deploy upgraded equipment. (September 2004)
- Research and identify new real-time gamma spectroscopy capabilities. (September 2005)
- If technology becomes available, develop an environmental radiation monitoring system that will provide near real-time information on the level and type of gamma-emitting radionuclides in the air. (September 2005)
- Develop a deployable component to the National Monitoring System. (September 2005)
- Develop a database for the maintenance of data from the National Radiation Monitoring System. (September 2004)

- Exercise the deployment and use of the National Monitoring System. (Ongoing)

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

RESULTS

EPA can affirmatively state that no gaps exist in its response authorities.

- Perform analysis between existing authorities and all response plans to identify any gaps. (September 2002)
- Develop white papers for senior management review to identify potential changes to current plans, regulations, or agreements. (December 2002)
- Develop, if necessary, a time-line for implementing changes. (March 2003)

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 annually demonstrates its ability to deploy to an incident within 12 hours of notification with emergency air monitoring capability necessary to ensure the safety of responders and the public. In exercises, Federal, state, and local responders demonstrate ability to implement the Protective Action Guides (PAG) for response to a terrorist radiation incident.

- Develop comprehensive mobile air rapid response laboratories (RRLs) 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 RRLs will have advanced meteorological capabilities to support localized mixing, dispersion, and transport forecasting. The RRLs will also be able to provide limited data on infiltration and transport of outdoor pollutants to indoor environments. (FY2002)
- Establish a third RRL in the center of the country. (FY2004)
- Identify regional points of contact and inventory monitoring equipment and skill within the regions that could be redeployed during an incident. (September 2002 and Ongoing)
- Exercise the deployment and use of EPA's air monitoring equipment. (September 2002 and Ongoing)
- Exercise EPA's emergency response ambient air monitoring plan. (September 2002 and Ongoing)
- Maintain and enhance EPA's air monitoring expertise and capabilities in ERT and via project ASPECT (airplane mounted sensors).
- Coordinate with the Federal Radiological Preparedness Coordinating Committee (FRPCC) to revise the PAGs as necessary to incorporate counter/anti-terrorism and new guidance. (September 2003)
- Augment EPA's capabilities to support the Advisory Team for Environment, Food, and Health.

GOAL 2 ⇨ EPA will communicate to Federal, state, and local agencies the Agency's roles, responsibilities, authorities, capabilities, and inter-dependencies under all applicable emergency plans consistent with the National Strategy for Homeland Security and efforts undertaken by the new Department of Homeland Security. The Agency will also understand the roles, responsibilities, authorities, capabilities, and inter-dependencies of its partners.

In order for the Federal government to work effectively during and after a terrorist attack, it must have a clear understanding of each partner's authorities and capabilities. As one of those partners, EPA also must understand the roles, responsibilities, authorities, and capabilities of other stakeholders who will be key players in responding to a terrorist attack. Working with the new Department of Homeland Security, the National Response Team (NRT), and other Federal agencies, EPA will clarify its roles and responsibilities relative to the other Federal, state, and local partners in both crisis and consequence management. Achieving this will require an understanding of Presidential Decision Directives (PDD), Executive Orders, and current national and regional emergency plans, as well as an understanding of the expectations of various stakeholders.

TACTICS

2.1 As chair of the 16-agency NRT, EPA will utilize existing authorities for interagency planning and coordination under 40 CFR 300.10 and work with OHS, FEMA, other members of the NRT, the FRPCC, the Catastrophic Disaster Response Group (CDRG), FBI, other Federal agencies, and state and local governments to both clarify roles and responsibilities in responding to a major terrorist attack, and avoid unnecessary duplication of efforts.

RESULTS

By the end of FY2003, national exercises demonstrate that all EPA roles and responsibilities in chemical, biological, and radiological incidents under each plan are consistent with the National Strategy for Homeland Security, understood by other response agencies, and are carried out successfully.

- Evaluate existing interagency plans and if necessary, issue a policy to clarify EPA's capabilities and authorities. (October 2002)
- 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. (October 2002)
- Develop joint strategies for mass attacks, long-term recovery actions, exercises, and corrective actions. (FY2003)
- Work with FEMA, OHS, and others to clarify funding for response to terrorist incidents. (December 2002)
- Develop an Agency strategy to coordinate internally on monitoring data, and sampling and analysis protocols, and exercise the strategy annually. (January 2003)

- Develop a plan for coordinating with DOD Defense Threat Reduction Agency (DTRA) and other Federal agencies on the collection and communication of air monitoring and assessment data. (January 2003)
- Facilitate mutual understandings of roles and expectations among EPA, other agencies, and outside stakeholders. (Ongoing)

GOAL 3 ⇨ 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 goal 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 establish partnerships with the environmental response organizations, LEPCs, SERCs, area committees, trade associations, and other response-related local and state government organizations.

RESULTS

Beginning in FY2003, at least 30 key cities/counties per year will be trained to know how EPA and other Federal response capabilities fit with their local incident command systems for terrorist response, so that 100 key cities/counties are trained by the end of FY2005.

- Train state and local groups on Federal response capabilities and integration with local responders during major incidents. (Ongoing)
- Conduct major terrorist attack exercises with the LEPCs, SERCs, RRTs, area committees and other local emergency planning organizations, including at least one multi-agency exercise per year examining consequence management. (Ongoing)
- Work with trade associations to improve response guidelines and strategies. (FY2003)

3.2 EPA will encourage the state, local, and citizen role in prevention of radiological terrorism and minimizing impact to indoor and outdoor air from other types of terrorist attacks.

RESULTS

In FY2003, EPA will identify a baseline percentage of states that have Radiological Emergency Response Plans in place that address non-fixed facility radiological incidents.

In following years, EPA will seek an improvement by five percentage points per year until all states have plans.

- Work with FEMA and other Federal agencies to ensure that guidance on training and exercise development for state and local responders includes guidance on examining the impacts to indoor and outdoor air and radiological threats. (September 2003 and Ongoing)
- Identify a baseline percentage of states that have Radiological Emergency Response Plans in place for non-fixed facility incidents. (September 2003)
- Coordinate with EPA's partners [e.g., FBI, NRC, Department of Energy (DOE), FEMA, USCS, DOD, U.S. Coast Guard (USCG), Department of Health and Human Services (HHS), State Emergency Management Agencies, State Radiation Control Boards, local first responders, and local businesses] and provide outreach on radiation emergency response. (September 2003 and Ongoing)

3.3 EPA will foster coordination among Federal, state, tribal, and local emergency responders for response to criminally caused chemical releases.

RESULTS

EPA will invoke all relevant criminal and civil laws to cleanup and enforce against entities responsible for terrorist acts which cause an illegal release into the environment.

- Support training exercises to promote coordination among Federal, state, tribal, and local emergency responders for response to criminally caused oil and chemical releases.
- Encourage Preparedness for Emergency Response Exercise Program (PREP) drills to assess security and response issues related to criminally caused oil and chemical releases.

GOAL 4 ⇨ EPA will 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

- Detection of Contaminants—Testing/verification of existing detection devices; development of new devices or methods for rapid response; and design of a detection network.
- 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.
- Decontamination of Indoor Materials—Development, evaluation, and testing of methods, technologies, and procedures for decontaminating indoor surfaces, with consideration of efficacy, materials compatibility, safety, and cost.
- 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.
- Risk Communication-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.

4.2 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

- Detection of Contaminants—Testing/verification of existing detection devices; development of new devices or methods for rapid response; and design of a detection network.
- Containment of Contaminants—Development, evaluation, and testing of methods, and procedures for preventing the spread of contaminants in drinking water sources and distribution systems.
- 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.
- Scientific and Technical Support—Provide support to Agency/national programs for understanding and managing events.

- Risk Communication-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.

4.3 EPA will develop practices and procedures and provide elected officials, decision makers, the public, and first responders with near real-time risk assessments of chemical or biological threats.

RESULTS

In FY2004, EPA identifies biological and chemical substances for which indoor air reference levels may be needed and begins to develop a process for identifying such levels.

- Advanced Rapid Risk Assessments—EPA will develop practices and procedures provide elected officials, decision makers, the public and first responders with near real time risk assessments of chemical or biological threats.
- 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.
- Determine and prioritize biological contaminants, chemicals of concern, and radionuclides for which response protocols are needed, and develop a timeline for development of protocols. (September 2002)
- Identify technologies and products to be tested for safety and efficacy, and develop a timeline for prioritizing and implementing the tests. (Ongoing)
- Simulate field tests (and get feedback from emergency responders) according to the above timeline and report on the safety and efficacy of new methods for detection, containment, decontamination, and disposal. (Ongoing)
- For contaminants that currently do not have standards, develop standard methods for detection, quantification, decontamination, and disposal. (September 2005)
- Develop and publish response procedures for contaminants and situations (e.g., biological or multiple contaminants indoors) not covered by existing response procedures. (September 2004)
- Conduct comprehensive scientific assessments and develop test protocols to determine product safety and efficacy for products used against chemical and biological weapons of mass destruction, and register products as necessary. (Ongoing)
- Develop guidance on target levels for protective action and clean-up when background levels are greater than zero. (September 2003)
- Identify potential chemical and biological substances for which indoor air reference levels may be needed. (September 2002)
- Develop a draft process and timeline for establishing such reference levels. (September 2003)
- Establish advisory indoor air reference levels for the substances identified above. (Ongoing)
- Develop rapid response laboratories for biological contaminants and chemicals of concern. (September 2003)

- Establish and maintain a directory of technologies, methods, and subject experts for use by emergency responders. (December 2002)

4.4 EPA will address Homeland Security laboratory issues with other Federal Agencies, such as the Department of Homeland Security and/or CDC, and will develop intergovernmental response networks of environmental and health laboratories' capabilities and capacities for the analyses of standard chemical, biological and radiochemical compounds and of chemical, biological and radiological contaminants of concern in support of emergency response/WMD events.

RESULTS

In FY2003, EPA will establish regional intergovernmental response networks of laboratories with capabilities and capacities for analyses of environmental chemical and biological contaminants, including contaminants of concern. Inherent in these networks will be knowledge of quality assurance protocols, including chain-of-custody requirements. These network will also assist the Center for Disease Control (National Center for Infectious Diseases; National Center for Environmental Health) in their response capabilities and capacities for human health concerns. In FY 2003 and FY2004, EPA Regional Centers oaf Applied Science will enhance capabilities and capacities for the analysis of selected contaminants of concern, as appropriate.

- Participate in a Federal Interagency workgroup to address laboratory issues, including assessment of capability and capacity for analyses of biological and chemical warfare agents/contaminants of concern.
- Coordinate with response networks of Federal, State and Local government laboratories capable of environmental sample analyses for biological, chemical and radiological contaminants of concern for all media (soil, water, and air) and varied matrices (tissue, oil, etc.).
- Organize a response network of Federal, State and Local government and private laboratories, including the Superfund contracts laboratory program, capable of environmental sample analyses for standard chemicals and biological contaminants, utilizing legal chain of custody procedures, in support of catastrophic response activities.
- Enhance selected EPA Regional Laboratories capabilities and capacities for analysis of selected biological and chemical contaminants of concern, as appropriate.
- Develop and maintain one common Interagency electronic data reporting format for use during emergencies, incorporating electronic submission from qualified laboratories.

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III. COMMUNICATION AND INFORMATION

Strategic Goals, Tactical Action Initiatives, and Benchmarks

Confident decision-making for homeland security will be built upon clearly defined and understood approaches to sharing and communicating necessary information 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 new Department of Homeland Security to improve and extend data-sharing partnerships with Federal, state, and local governments to increase its information resources.

In this way, the Agency will enable decision-makers—in both the government and private sectors—to make informed choices. 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.

GOAL 1 ⇨ EPA will use reliable 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 now broaden its efforts in this area to include enhancing the consistency of the collection of monitoring data and facilitating data sharing among Federal agencies and state and local governments. This will be achieved through the development of a situation management capability that will manage all of the relevant environmental information needed to guide appropriate actions by Federal, state, local, and private entities.

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.

- Develop requirements for EPA programs and labs for electronic data submittals.
- Develop standardized reporting formats for data submittals.
- Develop an emergency response database and presentation tools.
- Develop a database for collection and analysis of OAR-ORIA National Monitoring System data.

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 support flows, analysis, and tools necessary to monitor and respond to incidents and threats.

- Sign MOUs with HHS, Occupational Safety and Health Administration (OSHA), CDC/Agency for Toxic Substances and Disease Registry (ATSDR), and other health-related agencies to support data sharing.
- Develop EPA-wide geospatial data sharing program with partners.
- Develop capacity for joint development with Federal, state, and local health agencies to use standard reporting formats.

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

RESULTS

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

- Develop expert knowledge base for conducting risk analysis and accident response scenarios.
- Develop preliminary specifications for physical situation room—coordinate with programs.
- Develop final specifications for physical situation room.
- Develop specifications for virtual situation room.
- Develop new procedures for protection of sensitive records and data.
- Review records management procedures to ensure conformance to DOJ/Card memo direction.
- Develop draft EPA criteria and guidance on protection of sensitive information.
- Develop and vet a strategy for a system of tiered access to different components of the virtual room based on authorized levels of access.
- Develop situation room implementation plan.
- Ensure remote access to situation information via web, desktop, and Personal Digital Assistants (PDA).
- Integrate multi-agency health and environmental indicators to monitor state of the nation.

GOAL 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.

RESULTS

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

- 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).
- Integrate information *dissemination* processes into emergency response planning.
- Develop a protocol for internal communications in support of incident/emergency response.
- Ensure that prompt communication of analytical results to emergency response staff is addressed in response procedure revisions.
- Develop training and educational material to inform managers and staff of communication processes and structure used during incidents/emergencies.

2.2 EPA will improve the ability to communicate effectively with the public regarding incidents and threats.

RESULTS

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

- Continue developing a network of tools to facilitate public communication.
- Work with public health agencies to create specific environmental outreach materials that address health impacts and exposure risks.
- Enhance the Integrated Risk Information System (IRIS) to include repository of exposure data used to communicate with the public.
- Define approach to ensure access to Agency Web-based information 24x7.
- Define critical data applications and categories with time sensitive parameters.

- Identify hot site(s) for critical data hosting and build out, test and operate.
- Ensure backup power and telecommunications redundancy to the National Computing Center (NCC) and hot sites(s).
- Create a mirror site for the Agency's public access Website.

GOAL 3 ⇨ EPA will exchange information with the national security community to prevent, detect, and respond to terrorist threats or attacks.

EPA will work with the new 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.

EPA will also put in place the technical and policy mechanisms necessary to identify, classify, and exchange sensitive information.

TACTICS

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

RESULTS

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

- Design a Sensitive, Classified, Information Facility (SCIF) or redesign EPA's existing SCIF.
- Implement SCIF.
  - Issue policy and delegation.
  - Prepare and certify operations.
  - Install new classified data capabilities.
  - Upgrade Secure Telephone Unit (STU)-Secure Terminal Equipment (STE) capabilities.
  - Obtain clearances for designated staff.
- Certify the SCIF meets appropriate standards.
- Work with OHS and other emergency response organizations to have EPA designated the lead agency for environmental data during national emergencies.

3.2 EPA will put in place mechanisms for protection and sharing of sensitive information.

RESULTS
EPA participates as a full partner in sharing of appropriate classified material with the law enforcement and national security communities.

- Develop policies and procedures to classify national security information.
- Review and comment on EPA's classified material handing protocols.
- Revise EPA's classified material handling policies and procedures, as needed.

GOAL 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 throughout the life of an incident through the use of current technology.

- Develop plan for EPA extranet portal.
- Deploy a Virtual Private Network (VPN) in full production for EPA.
- Coordinate with other agencies on development and deployment of a Federal extranet.
- Develop specifications for mobile command posts.

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.

- Develop health and safety training/guidance for emergency responders.
- Continue to offer stress management training and individualized counseling for employees.
- Continuity of Operations Plan (COOP) education and training Agency-wide.
- Refine message process for reaching employees at work, home, and at emergency sites.

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IV. PROTECTION OF EPA PERSONNEL AND INFRASTRUCTURE

Strategic Goals, Tactical Action Initiatives, and Benchmarks

In order for EPA to meet all of the goals established in this strategic plan, 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 goals for protecting EPA personnel and infrastructure cover the protection of EPA's employees, continuity of operations, and the protection of EPA's information infrastructure and other physical assets.

GOAL 1 ⇨ EPA will safeguard its employees.

EPA is committed to safeguarding its employees 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 maintain an OEP program to safeguard employees.

RESULTS

EPA employees will be safely evacuated from EPA facilities in the event of an emergency or will be kept safe inside until they can be safely evacuated.

- Maintain up-to-date OEPs for EPA facilities. (Ongoing)
- Continue to conduct annual drills. (Ongoing)
- Conduct initial training on implementing OEPs for Command Center Team (CCT), OEP Monitors, and general EPA staff. General OEP Training will be provided for all EPA employees with annual refresher training. (2002 and Ongoing)

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

RESULTS

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

- EPA will pursue a strengthening of field proficiencies of safety and health professional, as well as network for unified support. (Ongoing)
- 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 (USAMIRIID) 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. (Ongoing)

GOAL 2 ⇨ EPA will ensure the continuation of the Agency's essential functions and operations.

EPA is committed to ensuring that we are prepared to continue essential functions during an emergency. The primary vehicles to accomplish this task are the Continuity of Operations Plans (COOP). The Agency will continue to enhance these plans at the Headquarters and regional levels to ensure that we can quickly deploy key personnel to alternative locations and expeditiously resume normal operations. EPA will need 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 COOPs and ensure organizations are prepared to implement them.

RESULTS

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

- Update planning documents.
- Prepare an alternate facility.
- Establish capability to communicate, coordinate operations, and access requisite records and databases from that alternate facility.
- Conduct regular training activities and exercises.

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

RESULTS
EPA has the technical and scientific expertise it needs, where and when it is needed, to respond to and recover from a national emergency.

- EPA will begin to deploy the Competencies Management and Training Management modules of HR Pro. (December 2003)
- EPA will procure and deploy the PeopleSoft Workforce Analytics module. (December 2004)

GOAL 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 goals. 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 goals.

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

- Conduct analysis of OEI technical capabilities.

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

RESULTS

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

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

RESULTS

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

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

RESULTS

- Develop specifications and provide wireless and hardwired technologies to emergency response personnel.

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

EPA is committed to conducting vulnerability assessments at all EPA facilities and to taking corrective action to improve the security at its physical structures. 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.

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 EPA employees and buildings/facilities by continually improving physical security.

RESULTS

EPA employees are able to work in safe and secure facilities which are continually being assessed and upgraded, as appropriate, to meet contemporary security standards.

- EPA will complete physical security vulnerability risk assessments for all of EPA's Security Level 4 and 3 facilities. (December 2002)
- EPA will initiate corrective actions to mitigate physical security vulnerabilities and risks at EPA's Security Level 4 and 3 facilities. (December 2002)
- 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. (December 2002 and Ongoing)

- 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. (Ongoing)
- 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, construction, and leasing projects. (Ongoing)

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.

- 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 standardize methods in FY2003 and three methods in FY2004 for conducting technical procedures for deploying field and operating equipment.
- Security services will be acquired from commercial providers or local law enforcement entities, as needed, to protect fixed and mobile assets.

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Appendix A
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
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
CIO	Chief Information Officer
CIP	Critical Infrastructure Protection
COOP	Continuity of Operations Plan
CSEE	Center for Strategic Environmental Enforcement
CSIRT	Computer Security Incident Response Team
CTRT	Counter-Terrorism Response Team
CWA	Clean Water Act
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
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
HQ	Headquarters
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
MOU	Memorandum of Understanding
NAREL	National Air and Radiation 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
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
NSSE	National Special Security Event
OAR	Office of Air and Radiation
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
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
SCIF	Sensitive, Classified, 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
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
USCS	U.S. Customs Service
USDA	U.S. Department of Agriculture
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
WITS	Web Interface for Telescience

Appendix B
Significant Efforts Currently Completed or Nearing Completion

CRITICAL INFRASTRUCTURE PROTECTION

Significant Efforts Currently Completed or Nearing Completion

Goal 1	**EPA will work with partners on security of water and wastewater utilities**
1.1	Vulnerability assessment methodology for large drinking water systems completed November ‘01; a revised version is expected August ‘02. Vulnerability assessment methodology for wastewater systems to be completed July ‘02. Eight initial notices sent to utilities between October ‘01 and March ‘02. Emergency response guidelines for utilities completed and distributed in April ‘02. Currently working with utilities to develop model emergency operations plans.
1.1	By August 2002, EPA will have consulted with appropriate departments and agencies of the Federal government and have provided 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.
1.1	Training on initial security measures, emergency response and vulnerability assessment has been initiated and will continue for foreseeable future. As of June ‘02, EPA will have reached nearly 7,000 utility operators.
1.1	By August ‘02, EPA will have provided $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.
1.2	In June ‘02, EPA sponsored an annual conference to exchange information on detection technologies.

CRITICAL INFRASTRUCTURE PROTECTION

Goal 2	**EPA will work with partners on security of chemical and oil industry**
2.1	EPA has participated in the security subcommittee of Center for Chemical Process Center (CCPS). The CCPS security guidelines will be completed in July 2002. American Chemistry Council (ACC) security code was finalized in June 2002 - it includes third-party audit and verification. A security proposal will be presented at the July 2002 meeting of the National Fire Protection Association (NFPA). EPA has an interagency agreement with Sandia National Laboratory in process to continue efforts on vulnerability assessment methodology.
Goal 3	**EPA will work with partners to reduce vulnerability of indoor environments**
3.1	First product by the OHS Building Protection Workgroup has been complete.
Goal 4	**EPA will help ensure that threat monitoring information and technologies are available to assist threat detection**
	EPA is presently providing support to other Federal agencies on their biological detection monitoring.
Goal 5	**EPA will be active in security efforts pertaining to food, transportation, and energy**
	EPA is currently working with other Federal agencies on the Federal Radiological Preparedness Coordinating Committee (FRPCC) to encourage consistency between EPA's Protective Action Guides (PAG) and DOT's Emergency Response Guidebook (ERG). EPA is also working with FRPCC on non-fixed facility incidents, including those involving transportation.
Goal 6	**EPA will manage its programs to meet its responsibilities under PDD 39, 62, and 63 and environmental and environmental civil and criminal statutes**

PREPAREDNESS, RESPONSE, AND RECOVERY GOALS

Significant Efforts Currently Completed or Nearing Completion

Goal 1	**EPA will be prepared to respond to and recover from a major terrorist incident anywhere in the country**

PREPAREDNESS, RESPONSE, AND RECOVERY GOALS	
1.1	EPA is finalizing its Emergency Response Incident Command System Implementation Policy. National Incident Command Team (ICT) has initiated discussions about roles and responsibilities during national incidents.
1.2	Counter-terrorism elements are being incorporated into EPA's existing Emergency Response Program.
1.3	EPA has selected the Deputy for the ERT West and is preparing the office to be operational by September '02.
1.3	210 On-Scene Coordinators (OSC) have received advance counter terrorism training. All OSCs have received 3-day training on responding to anthrax contamination.
1.3	EPA has established an Emergency Responder Health and Safety Committee to address issues for terrorism response. The Committee's first action is revising emergency response medical monitoring protocols for responders and addressing EPA's vaccination policies.
1.3	EPA is currently working on procedures for exceeding administrative limits on radiation exposure during emergency response and on augmenting the National Air and Radiation Laboratory's (NAREL) mobile radiation response capability.
1.4	Agency Task Force has completed "60-day study" of performance and capabilities of existing emergency response contracting network.
1.4	EPA is modifying START contracts to help with procurement and use of special equipments and stockpiles.
1.4	A planning meeting was held in June 2002 to define role and needs of the National Decontamination Team.
1.4	Representatives from EPA, HHS, and USCG have formed an interagency team to begin conceptualizing Federal Bio-Response Team and are exploring the creation of National Hazmat Task Force.
1.7	EPA has initiated the procurement of air rapid response laboratories - completion expected this year.
Goal 2	**EPA will continue to communicate to Federal, state, and local agencies the Agency's roles, responsibilities, authorities, capabilities, and interdependencies under all applicable emergency plans**
Goal 3	**EPA will support and develop the preparedness of state and local governments and private industry to respond to, recover from, and continue operations after a terrorist attack**
Goal 4	**EPA will advance the state of the knowledge in areas relevant to homeland security and provide responders and decision makers with the scientific and technical understanding of existing or potential threats to homeland security**

PREPAREDNESS, RESPONSE, AND RECOVERY GOALS

4.2	EPA has established a web site as a clearinghouse for information about technologies and vendors that can help to address biological threats (http://EPATechBiT.org).
4.2	EPA has upgraded laboratory facilities in Cincinnati, Ohio for anthrax testing surge capacity.

COMMUNICATION AND INFORMATION GOALS

Significant Efforts Currently Completed or Nearing Completion

Goal 1	**EPA will ensure reliable information for decision making/response**
1.1	EPA has begun to develop requirements common to EPA programs and labs as a first step in creating standardized reporting formats which will support an monitoring data base.
1.2	Work is underway to negotiate MOUs with critical data sharing partners. The goal is to have formally recognized partnerships in place by September ‘02. A geospatial baseline and blueprint for use of geospatial applications in support of homeland security is underway with the goal of establishing the baseline will by September ‘02.
1.3	Development of specifications for a physical and virtual situation room is underway with the completion expected in September ‘02.
Goal 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**
2.1	An intra-Agency workgroup has been established to clarify communication roles and responsibilities by September ‘02. By August, Agency training for emergency response personnel will be modified to include information dissemination and communication processes.
2.2	Work to develop new tools and applications for public communication is on-going. The Office of Communications, Education, and Media Relations (OCEMR) has committed to work with public health entities to include environmental impact and exposure risks in their outreach materials by December ‘02. Working on the Integrated Risk Information System so that it will include exposure data by October ‘02.

COMMUNICATION AND INFORMATION GOALS

Goal 3	**EPA will exchange information with the national security community to prevent, detect, and respond to terrorist threats or attacks.**
3.2	EPA has begun the process of managing the new classification authority granted to the Agency.
Goal 4	**EPA will continuously and reliably communicate with employees and managers**
4.1	Planning to develop an extranet portal has begun.

PROTECTION OF EPA PERSONNEL AND INFRASTRUCTURE

Significant Efforts Currently Completed or Nearing Completion

Goal 1	**EPA will safeguard its employees**
1.1	Preliminary plans exist for all facilities and are being updated as needed on an ongoing basis. Training on Occupant Emergency Plans (OEP) has already begun.
1.2	EPA currently utilizes a unified Federal Response Group of safety and health experts, and is building on existing relationships formed with partners.
Goal 2	**EPA will ensure that continuation of the Agency's essential functions and operations**
2.1	Continuity of Operations Plans (COOPs) exist at both the HQ and regional level. Refinement of the COOPs and education/training are an ongoing effort.
Goal 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**
3.1	Technical capabilities will be assessed and documented by July '02.
3.2	Hot sites will be operational and tested by August '02.
3.4	EPA has already acquired some new technology and testing will begin October '02 with continuous monitoring and appropriate upgrading required.

PROTECTION OF EPA PERSONNEL AND INFRASTRUCTURE

Goal 4	**EPA will ensure that the Agency's physical structures and assets are secure and operational**
4.1	EPA has completed vulnerability assessments at all 17 security level 4 facilities and at 7 of 12 security level 3 facilities. EPA has completed 9 of 33 vulnerability assessments at EPA's Security level 2 facilities. Mitigation of critical and high vulnerabilities at all 17 of EPA's security level 4 facilities has been initiated. Mitigation of critical and high vulnerabilities at the 7 security level 3 facilities that have been assessed has also begun.