



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
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OFFICE OF
SOLID WASTE AND EMERGENCY
RESPONSE

MEMORANDUM

SUBJECT: EPA Counter-Terrorism (CT) Strategy, Work Plan, and Executive Summary

FROM: Jim Makris, EPA Emergency Coordinator

Steve Luftig, Director *Steve Luftig*
OSWER/Office of Emergency and Remedial Response

Lawrence G. Weinstock, Acting Director *Lawrence G. Weinstock*
OAR/Office of Radiation and Indoor Air

Earl Devaney, Director *Earl Devaney*
OECA/Office of Criminal Enforcement, Forensics, and Training

To: Peter Robertson, Chief of Staff
Assistant Administrators
Regional Administrators, R1-10
NIC Representatives

Attached you will find the EPA Counter-Terrorism (C-T) Program Strategy, FY98 Work Plan Executive Summary, and FY98 Work Plan and Task List. We have taken the unusual step of using this inter-office transmittal letter to emphasize the agency-wide nature of this important program.

In June 1995, the President, in recognition of the increased threat of domestic terrorist activity, directed EPA and five other key federal agencies to prepare for potential acts of domestic terrorism. Toward that end, the Agency convened a working group lead by the OSWER's Chemical Emergency Preparedness and Prevention Office and that included representatives from the OSWER's Office of Emergency and Remedial Response, the OAR's Office of Radiation and Indoor Air, and from OECA's National Enforcement Investigations Center.

The working group, now known as the EPA's Counter-Terrorism Program Coordination Team (CTPCT), developed the attached CT Program Strategy and Work Plan to take full advantage of the expertise and experience of existing Agency emergency response programs and to minimize any increased demands upon the limited resources of those programs. The CTPCT has already begun implementing the work plan and will require the assistance of numerous headquarters offices and the support of the Regions if the agency is to successfully discharge its responsibility in preparing to meet the growing threat of domestic terrorism.

Please review the CT Strategy and Work Plan to see whether portions of it are of specific interest to your office. We welcome your support for and participation in this important program. If you have questions on any aspects of the CT Strategy and Work Plan, please contact Jim Makris at (202) 260-8600 or Ken Stroeck, CTPCT Chair, at (202) 260-9777.

Attachments (3)

cc: Diana Love, NEIC
Richard Trinidad, Associate Director, OECA
Removal Managers, R1-10
Radiation Program Managers R1-10
CTPCT Members
Regional CT Points-of-Contact
Ed Sensintaffer and Sam Poppell, ORIA/NAREL
Jed Harrison and Gregg Dempsey, ORIA/RIENL

Addressees:

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Regional Administrators, R1-10: John P. Villars, Region 1; Jeanne M. Fox, Region 2; W. Michael McCabe, Region 3; John H. Hankinson, Jr., Region 4; David Ullrich (Acting), Region 5; Jerry Clifford (Acting), Region 6; Dennis D. Grams, Region 7; Jack W. McGraw (Acting), Region 8; Felicia Marcus, Region 9; Charles C. Clarke, Region 10

Joe Laformara, OSWER/ERT

NICT representatives: Craig Conklin, OAR/Radiation; Portia Johnson, OARM/FMSD; John Kasper, OCEPA; Diane Hicks, OCLA; Jack Winder, OECA; Joe Ferrante, OPPE/OPA; Cindy Stroup, OPPTS/OPPT; Lee Tyner, OGC; Wendy Grieder, OLA; Peter Jutro, ORD; Jim Wieber, OROSLR; Mike Svizzero, OSWER/OSW; Steve Clark, OW

cc:

Richard Trinidad, Associate Director, OECA

Removal Managers, R1-10: Dave McIntyre, Region 1; Michael Norman, Region 1; Dennisses Valdes, Region 1; Rich Cavagnero, Region 2; Steve Novick, Region 2; Richard Salkie, Region 2; Bruce Sprague, Region 2; Dennis Carney, Region 3; Charlie Kleeman, Region 3; Karen Melvin, Region 3; Dave Wright, Region 3; Shane Hitchcock, Region 4; Doug Lair, Region 4; Carol Monnell, Region 4; Jason El-Zein, Region 5; Rick Karl, Region 5; Beverly Kush, Region 5; Frank Rollins, Region 5; James Mullins, Region 6; Chris Petersen, Region 6; Jim Staves, Region 6; Bob Jackson, Region 7; Steve Hawthorn, Region 8; Jim Knoy, Region 8; Doug Skie, Region 8; Terry Brubaker, Region 9; Matt Carr, Region 10; Chris Field, Region 10; Carl Lautenberger, Region 10

ORIA Labs: Ed Sensintaffer and Sam Poppell, ORIA/NAREL; Jed Harrison and Gregg Dempsey, ORIA/RIENL

Radiation Program Managers: Jim Cherniack, Region 1; Paul Giardina, Region 2; Bob Kramer, Region 3; Paul Wagner, Region 4; Jack Barnette, Region 5; Steve Vargo, Region 5; Bob Dye, Region 7; Milt Lammering, Region 8; Mike Bandrowski, Region 9; Jerry Leitch, Region 10

CTPCT members: Craig Conklin, ORIA; Hans Crump-Weisner, OERR; LeaAnne Gleason, CEPPPO; John Gustafson, CEPPPO; Jim Hatheway, NEIC; Miles Kahn, ORIA; Dan McGoldrick, OERR; Mark Mjones, OERR; Lisa Ratcliff, ORIA; Jim Seidel, NEIC; Ken Stroeck (Chair), CEPPPO

Regional CT Points-of-Contact: Cosmo Caterino, Region 1; Jim Daloia, Region 2; Dennis Carney, Region 3; Shane Hitchcock, Region 4; Peter Guria, Region 5; Rick Karl, Region 5; Charles Gazda, Region 6; Robert W. Jackson, Region 7; Jim Knoy, Region 8; Kathleen Shimmin, Region 9; Jeffrey Rodin, Region 10

**EPA's Counter-Terrorism (CT) Program
FY 1998 Work Plan Executive Summary**

A. Program Development and Guidance

CT Program Development

- o Develop and implement an Agency-wide CT Program to include: a comprehensive strategy (covering the next several years); an ongoing budget; participation by relevant headquarters and regional offices in strategy and program development; implementation of the strategy including development of a communications strategy; and regularly scheduled meetings of the CT Strategy Workgroup.

CT Guidance and Outreach Materials

- o Develop CT program guidance for regions.
- o Clarify EPA's role in crisis/consequences management; develop guidance or position paper summarizing EPA's findings; develop procedures for coordinating with other federal technical services.

Planning

- o Ensure that Emergency Support Function (ESF) #10 of the Federal Response Plan is prepared to respond to incidents of nuclear, biological, and chemical (NBC) terrorism by: revising ESF #10 to incorporate terrorism issues; addressing funding and mission assignment issues; and providing guidance to regions on incorporating the FRP Terrorism Annex into regional plans.

National Security Emergency Preparedness (NSEP) Program

- o Address continuity of government under NSEP and how it relates to CT crisis/consequences management by: developing guidance or a policy statement for headquarters and regional personnel; and, reviewing operational concepts in emergency response plans and updating if needed.

Security Clearances

- o Determine need for and seek security clearances at headquarters and regions to include: level of clearances needed; personnel needed in each location; obtaining clearances; and determining need for access into DOD Special Access program.

Equipment Needs

- o Address equipment needs to include: pursue AIntell link@ hookup for headquarters EOC; need for additional ERT and regional chem/bio equipment; regional telecommunications equipment needs; NEIC mobile laboratory; NEIC sampling kits to support enforcement investigations.

Time-Phased Force Deployment List (TPFDL)

- o Identify resources to be used in responding to NBC terrorists incidents and ensure timely deployment including: develop list of EPA assets; provide list and data to FEMA inventory project; place EPA's assets on list for priority movement; develop regional guidance for deployment.

Medical Monitoring and Related Issues

- o Address medical monitoring issues for EPA field response personnel.
- o Address antidote availability for EPA personnel.

Research and Development

- o Compile information on clean-up techniques for NBC/WMD agents.
- o Work with OSHA on approvals for personal protective equipment for first responders.
- o Participate in the development of air dispersion models.

Community Preparedness

- o Encourage SERCs and LEPCs to incorporate NBC terrorism into their emergency planning.

B. Intra-/Inter-Agency Coordination

Intra-Agency Coordination

- o Establish interface procedures between NEIC and OSWER/ORIA response operations.
- o Clarify NEIC's role and responsibilities in the Agency's CT preparedness and response program.

Inter-Agency Coordination

- o Participate in inter-agency CT groups including: Senior Interagency Coordinating Group; Rapid Response Information Workgroup; Interagency Workgroup on Counter Terrorism Exercises (IWG-CTE); Interagency Intelligence Committee on Terrorism (IICT); DoD Sustainment Training Group; CT Core Group; Interagency Counter Terrorism Joint Information Center and Press Issues Workgroup; City Visit Redesign Team; and Concept of Operations (CONPLAN) Workgroup.
- o Provide on-site liaison to FBI headquarters.
- o Work with FBI to incorporate Incident Command/Unified Command (ICS/US) as coordination model for terrorist responses.
- o Work with other D/As to clarify transition between crisis and consequences management.
- o Develop plan for transitioning incidents that begin as NRS non-CT event and then are found to be CT.
- o Work with USCG to address its role for terrorist incidents under ESF #10.
- o Participate in any General Accounting Office reviews of the federal-wide CT program.

Notifications

- o Develop internal/external plan for notification of incidents and communications during incidents; participate in discussions with NRC and FBI regarding notification and use of NRS/NRC.

General Outreach

- o Provide outreach to other D/As, states, locals on role of the NRS in CT activities including: use of NRT/Response Committee to provide outreach to RRTs; develop fact sheets on EPA's authorities and capabilities for distribution to federal, state, and local agencies; advocate the NRS to other D/As; deliver briefings on requirements of using CERCLA/OPA funds; resolve issue of CERCLA monies for PDD#39 requests for support.

International Activities for CB Terrorism

- o Participate in the Canada/United Kingdom/United States (CANUKUS) tri-lateral including: annual conference of the full tri-lateral; consequences management workgroup; converting EPA products for use in other countries.
- o Participate in other classified US and international CT programs and activities.

Other

- o Continue to participate in ASpecial Events@ planning and implementation.
- o Participate in development of criteria for identifying the Lead Federal Agency under the Federal Radiological Emergency Response Plan in a terrorist incident.
- o Coordinate with the FBI to develop a Joint Information Center model and information coordination mechanism.

C. Training and Exercises

EPA Internal Training Strategy

- o Develop an Agency-wide training strategy for the CT program.

EPA External Training Activities

- o Participate in federal-wide training initiatives under the Nunn-Lugar-Domenici Weapons of Mass Destruction Act including: design process of initial training visits for remaining 93 cities; delivery of training to initial 27 cities, delivery of training to additional 93 cities; development of sustainment training.

Inter-Agency Exercises

- o Participate in development of an inter-agency CT exercise strategy.
- o Participate in inter-agency CT exercises.
- o Assist in developing exercises to test procedures for enforcement evidence collection.

EPA's Counter-Terrorism (CT) Planning, Preparedness, and Response

Strategy

Mission Statement:

EPA, as a key member of the federal counter-terrorism community, will use its inherent authorities to protect public health and the environment from the threat or adverse effects of nuclear, biological, and/or chemical materials released during terrorist incidents. EPA will participate during the crisis and consequence management phases of a terrorist incident response as well as prevent and prepare for deliberate releases resulting from terrorist incidents (as indicated by federal laws and authorities, such as Presidential Decision Directive #39, the Weapons of Mass Destruction Act [also known as Nunn-Lugar-Domenici], the Comprehensive Environmental Response, Compensation, and Liability Act [also known as Superfund], the Clean Water Act as amended by the Oil Pollution Act, the Atomic Energy Act, the Stafford Act, and other authorities as appropriate). To accomplish this, EPA will:

- * establish an Agency Counter-Terrorism Program Coordination Team (CTPCT) to lead the Agency in defining the counter-terrorism program and serve as the primary focal point for the effective utilization of Agency assets and resources;
- * utilize existing preparedness and emergency response authorities and mechanisms at the Headquarters and Regional levels;
- * utilize existing planning and response infrastructures at the federal, regional, state, tribal, and local levels;
- * participate in newly created interagency mechanisms as authorities and resources allow;
- * focus our current efforts on counter-terrorism to improve and enhance our overall emergency planning and response capabilities;
- * provide our preparedness, on-scene coordination and technical/training expertise to other federal, state, and local agencies, as appropriate; and
- * coordinate with the other federal agencies to ensure efficient use of federal funds.

Long-Term Goals (FY00-FY05):

1. By 2005, the counter-terrorism programmatic and technical training will be fully incorporated into the EPA preparedness and response training structure and mechanisms.
2. By 2005, the National Response System and the Federal Radiological Emergency Response Plan will be fully integrated into the National Domestic Preparedness Program for Terrorist Events.

3. By 2005, in conjunction with other revisions, EPA will incorporate into the National Contingency Plan (40 CFR 300) all appropriate aspects of the counter-terrorism program and encourage incorporation of similar counter-terrorism features into the Federal Radiological Emergency Response Plan.
4. By 2005, working through federal, regional, state, and local preparedness and response infrastructure, 50 percent of the nation's largest communities will improve their ability to respond to terrorist incidents involving nuclear, biological, and/or chemical materials. They will have assessed their vulnerabilities, expanded their local emergency plans, and taken first responder and emergency management training on the unique aspects of these terrorist events.
5. EPA will contribute to the long-term improvement of the counter-terrorism program through a focused effort in the area of research and development.

Short-Term Goals (FY98-FY99) and objectives:

1. By the end of FY98, EPA management will endorse the Agency's Counter-Terrorism program philosophy and implement it consistently within the existing preparedness and response mechanisms and research and development programs.
 - a- Senior managers (e.g. Administrator, Assistant Administrators, Regional Administrators) in EPA headquarters and regions will concur on the Counter-Terrorism Strategic Plan.
 - b- Senior managers (e.g. Administrator, Assistant Administrators, Regional Administrators) in EPA headquarters and regions will incorporate into their strategic plan, programs, and budget the counter-terrorism planning goals and objectives.
 - c- EPA will ensure that the counter-terrorism program is directly supported by a new line item in the Agency's budget.
 - d- EPA management will ensure all headquarters and regional prevention, preparedness, and response programs and plans address nuclear, biological, and/or chemical terrorist events.
 - e- EPA will identify research and development needs and participate in evaluation of research and development proposed technologies for emergency preparedness and response and, as resources allow, take steps to fulfill identified needs.
2. By the end of FY98, other federal agencies and states will recognize EPA's and the National Response System's inherent authorities within the National Domestic Preparedness Program for terrorist events.

- a- EPA will become a full member of the Counter-Terrorism Coordinating Subgroup (and other appropriate groups) of the National Security Council.
 - b- EPA officials, at all levels, will represent and advocate the National Response System and how it fits into the National Domestic Preparedness Program for Terrorist Events at all appropriate meetings and forums where counter- and anti-terrorism issues are discussed.
 - c- EPA, as chair of the National Response Team, will advocate that the authorities of the National Response System are incorporated into the federal counter- and anti-terrorism plans and procedures.
 - d- EPA, working through the National Response Team, will encourage the National Response Team/Regional Response Team members to be advocates of the National Response System's role in counter-terrorism within their agencies.
 - e- EPA will continue efforts to secure funding for its Counter-Terrorism program from external funding sources (i.e., Department of Defense budget under Weapons of Mass Destruction Act).
3. By the end of FY99, appropriate internal and external stakeholders will be educated on various aspects of preparing for and responding to acts of nuclear, biological, and/or chemical acts of terrorism.
- a- EPA will work to ensure all appropriate internal stakeholders understand their role and responsibilities in the planning and response to nuclear, biological, and/or chemical terrorist events.
 - b- EPA will ensure its response personnel are appropriately trained to respond to nuclear, biological, and/or chemical terrorist events.
 - c- EPA will work with its federal partners to ensure federal, state, and local planners and responders are appropriately trained to understand the connections between the National Response System and the National Domestic Preparedness Program for terrorist events as well as the unique planning and response aspects of nuclear, biological and/or chemical terrorist events.
 - d- With appropriate federal partners, EPA will determine how to sustain long-term training in preparing for and responding to nuclear, biological, and/or chemical terrorist events for local communities beyond the original 120 cities trained.
4. By the end of FY99, EPA's emergency preparedness and response programs will be enhanced and better integrated as a result of implementation of the counter-terrorism program.

- a- EPA will review and revise, as appropriate, all emergency preparedness and response mechanisms to ensure cross-agency coordination and, if necessary, develop new bridging documents or agreements.
- b- EPA's Counter-Terrorism Program Coordination Team will be expanded to include additional key EPA offices responsible for emergency preparedness and response programs to facilitate and integrate all emergency preparedness and response efforts.

November 28, 1997

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
A. Program Development and Guidance					
<i>CT Program Development</i>					
1. EPA will develop and implement an Agency-wide CT program.			Ken Stroeck (CEPPO)		
a) EPA will develop a comprehensive, Agency-wide CT strategy (short and long term) covering the next several years and revise annually.	0.10	7.5	Ken Stroeck (CEPPO)	1	
b) EPA will prepare an ongoing CT budget for priority programs and tasks and revise it annually.	0.02	0.5	Ken Stroeck (CEPPO)	2	
c) EPA will ensure ongoing participation by regions and relevant headquarters offices in EPA's CT strategy and program development.	0.02	1.5	Ken Stroeck (CEPPO)	1	
d) EPA Headquarters personnel will ensure and oversee the effective implementation of EPA's Agency-wide CT strategy (including regularly scheduled meetings of EPA's Counterterrorism Program Coordination Team (CTPCT) and coordination with EPA's regions).	0.14	31.5	Ken Stroeck (CEPPO)	1	
e) EPA Headquarters will work with EPA regions to allocate CT program budget monies.	0.01		Ken Stroeck (CEPPO) and Mark Mjones (OERR)	2	

¹ EPA's Counter-Terrorism Program Coordination Team (CTPCT) will collectively address the issues contained in this work plan. However, a CTPCT point person has been designated for each task as the primary person responsible for ensuring the item's completion. The point person is responsible for ensuring that the work item is completed, seeking input from appropriate EPA personnel (and from personnel from other departments and agencies), and updating the CTPCT as a whole on efforts undertaken and other relevant information.

² "1" indicates that the item has already been initiated; "2" indicates that activity on the work item needs to be initiated in the First Quarter of Fiscal Year 1998; "3" indicates that activity on the work item needs to be initiated in the Second to Fourth Quarter of Fiscal Year 1998.

³ Entries in the "\$\$/K" column include contractor funding, but not capital expenditures or travel funds.

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
f) EPA will develop and implement a communications strategy to ensure that the Agency's CT mission, goals, and strategy are understood throughout EPA.	0.05	1.5	Carole Macko (CEPPO Communications Team) and Miles Kahn (ORIA)	3	
g) EPA will evaluate monthly any modifications or adjustments to the CT strategy/task list.				1	
<i>CT Guidance and Outreach Materials:</i>					
2. EPA Headquarters will develop CT program guidance for regions.	0.05	40.0	Ken Stroeck (CEPPO)	1	
3. EPA will clarify its role in the crisis/consequence management phase(s) of a response to a nuclear, biological, or chemical terrorist incident.			Mark Mjones (OERR)		
a) EPA will develop a position paper summarizing previous and/or any new statements on EPA's authority and role for response to, cleanup of, and disposal of non-hazardous substance (e.g., biological) contamination (including EPA's role versus those of other D/As, states, locals, and need for EPA to conduct biological modeling and analysis).	0.10	7.5	Mark Mjones (OERR) and Hans Crump (OERR)	2	
b) If necessary, once EPA's role in responding to a biological terrorist incident is clarified, EPA will assess the capabilities of contractor and response personnel to respond to biological incidents. EPA will assess and carry out any activities necessary to enhance capabilities.	0.05	5.0 [^]	Mark Mjones (OERR), Hans Crump (OERR), and ERT	2	

[^]This amount is subject to change after assessment is completed.

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
c) EPA will identify existing procedures and/or develop new procedures or other mechanisms for mobilizing, coordinating with, and/or obtaining the services of various federal technical resources during a terrorist incident, including DOD's Technical Escort Unit (TEU), DOD's Transportable Emergency Response Monitoring Module (TERMM), ORIA's Environmental Radiation Ambient Monitoring System (ERAMS), etc.			Mark Mjones (OERR) and Hans Crump (OERR)	2	
<i>Planning:</i>					
4. EPA will ensure that Emergency Support Function (ESF) #10 of the Federal Response Plan (FRP) is prepared to respond to incidents of nuclear, biological, and chemical (NBC) terrorism.	0.10		Lea Anne Gleason (CEPPO) and OERR		
a) EPA will strengthen and revise ESF #10 to incorporate the Terrorism Incident Annex.	0.05	3.0	Lea Anne Gleason (CEPPO)	3	
b) EPA will address ESF #10 funding and mission assignment issues for CT responses at the headquarters level.	0.05	3.75	Lea Anne Gleason (CEPPO) and Joe Rauscher (OERR)	3	
c) EPA will provide assistance to the regions on incorporating terrorism into regional response plans.	0.02	3.0	Lea Anne Gleason (CEPPO)	3	

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
<i>National Security Emergency Preparedness (NSEP) Program:</i>			Ken Stroeck (CEPPO)		
5. EPA will address the responsibility for continuity-of-government under NSEP and how it relates to CT crisis/consequence management:	0.02		Lea Anne Gleason (CEPPO) and Richard Troast (OERR)		
a) EPA will review operational concepts in emergency response plans to assess whether they adequately reflect elements of Presidential Decision Directive (PDD) #39 and the NSEP Program and, if appropriate, update them to minimize existing confusion.	0.02	3.75	Lea Anne Gleason (CEPPO)	3	
<i>Security Clearances:</i>					
6. EPA will determine need for and seek security clearances at headquarters and regions to include:		20 (a - d)	Lisa Ratcliff (ORIA)	2	
a) level of clearances needed (Secret, Top Secret, Top Secret-Special Access, etc);	0.05		Lisa Ratcliff (ORIA)	2	
b) personnel in each location and type of clearance they should hold; and	0.05		Lisa Ratcliff (ORIA)	2	
c) potential need for access into the DOD Special Access program.	0.05		Ken Stroeck (CEPPO)	2	
d) obtain clearances.	0.05		Lisa Ratcliff (ORIA)	2	
e) OERR will continue to make Superfund \$\$, set aside for CT work, available for HQ and Regional clearances and clearances enhancements per guidance developed above.	0.03	150	Mark Mjones (OERR) and G. Bell (OERR)	2	

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
<i>Equipment Needs:</i>					
7. EPA will address equipment needs to include:			Mark Mjones (OERR) and Jim Hatheway (NEIC)		
a) EPA will pursue obtaining an "Intell link" hookup at the Headquarters Emergency Operations Center (EOC) to expedite interagency connectivity.	0.02		EOC Manager (CEPPO)	3 (Contingent on EOC Manager)	
b) EPA will assess the need for additional ERT and regional chem/bio equipment, including air monitoring equipment for specific agents such as Sarin and VX and equipment for sampling, analyzing, and decontaminating nerve agents, and will procure any needed equipment.	0.05	4.0= \$1.0 M [\$80K/ Region; \$200K ERT]	Dave Mickunas (OERR/ERT)	3	
c) EPA will assess whether its regions have telecommunications equipment necessary to adequately prepare for and respond to CT incidents and address any shortfalls that are identified.	0.07	80.0 [^]	EOC Manager (CEPPO) OERR and OSC Readiness Task Force (support)	3 (Contingent on EOC Manager)	
d) EPA will design and build a mobile laboratory for evidence collection, to be predeployed for and used in response to terrorist incidents.			Jim Hatheway (NEIC)	1	
e) EPA will supply sampling kits to NEIC personnel who are outplaced in the regions to support enforcement investigations at terrorist incidents.			Jim Hatheway (NEIC)	1	

[^]This amount is subject to change after assessment is completed.

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	SS/K³	CTPCT Point Person¹	Task Sequence²	Notes
<i>Time-Phased Force Deployment List (TPFDL):</i>					
8. EPA will identify any resources that can be used in responding to nuclear, biological, or chemical (NBC) terrorist incidents, and ensure that they can be deployed in a timely manner to assist in a response.			Frank Avvisato (OERR)		
a) EPA will develop a list of its assets, including radiological assets, to be updated annually, concerning mobile labs, command posts, communication technology, support vehicles, personal protective equipment (PPE), and equipment that could be available for a CT response.	0.10	5.5	Frank Avvisato (OERR), Raj Singhvi (OERR/ERT), and Greg Dempsey (ORIA)	1	
b) EPA will provide data to FEMA to be used in inventorying nuclear/biological/chemical equipment and technical expertise available in case of a CT incident.	0.02	0.5	Frank Avvisato (OERR)	2	
c) EPA will work with FEMA to place EPA's assets on the list for priority movement during an emergency.	0.02	0.5	Frank Avvisato (OERR)	2	
d) EPA will develop guidance for EPA Regions, ERT, ORIA, and NEIC so all understand the deployment process.	0.03	10	Frank Avvisato (OERR)	3	
<i>Medical Monitoring and Related Issues:</i>					
9. EPA will address medical monitoring issues for EPA field response personnel (FTE and contract). (Need to ensure radiological included.)	0.05	50.0	Gershon Bergeisen (OERR) and Sella Burchette (OERR/ERT)	3	
10. EPA will address antidote availability for EPA response personnel.	0.05	50.0	Gershon Bergeisen (OERR) and Sella Burchette (OERR/ERT)	3	

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
<i>Research and Development:</i>					
11. EPA will compile information, where it exists, on clean-up techniques for Weapons of Mass Destruction (WMD) agents, and identify where additional information may be necessary. (CBIRF - Chem Bio Incident Response Force - first responder issue.)	0.05	50.0	Joe Laformara (OERR/ERT)	3	
12. EPA will work with OSHA and other federal departments and agencies (D/As) to issue recommendations regarding (and, if appropriate, approve for use consistent with 29 CFR 1910.120) personal protective equipment (PPE) for use by first responders in incidents involving WMD.	0.05	5.0	Rod Turpin (OERR/ERT)	2	
13. EPA will participate in the development of open air dispersion models for agents that could be used in an incident.	0.16		Campagna/Chang (OERR/ERT) and John Gustafson (CEPPO)	3	
<i>Community Preparedness:</i>					
14. EPA will encourage State Emergency Response Commissions (SERCs) and Local Emergency Planning Committees (LEPCs) established under the Emergency Planning and Community Right-to-Know Act (EPCRA) to incorporate the potential for nuclear, biological, and chemical terrorism into their emergency planning.	0.10		John Gustafson/RSL Team (CEPPO)	3	

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	\$\$/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
B. Intra-/Inter-agency Coordination					
<i>Intra-Agency Coordination:</i>					
1. EPA will establish clear procedures for the role of EPA's National Enforcement Investigations Center (NEIC) in the Agency's CT preparedness and response program:			Ken Stroech (CEPPO)		
a) EPA will establish procedures for communicating and coordinating emergency preparedness and response CT activities with NEIC, including notifications and requests for support.	0.015	0.75	Ken Stroech (CEPPO) (Coordinate w/CTPCT)	3	
b) EPA will further clarify the roles and responsibilities of NEIC within EPA's overall CT program (e.g., through the development of a Memorandum of Agreement between OSWER and OECA).	0.01	7.5	Ken Stroech (CEPPO)	1	
<i>Inter-agency Coordination:</i>					
2. EPA will participate in inter-agency CT groups:			Ken Stroech (CEPPO)		
a) Senior Interagency Coordinating Group on Terrorism	0.02	2.5	Jim Makris (CEPPO) and Ken Stroech (CEPPO)	1	
b) Rapid Response Information Workgroup	0.10	22.5	Frank Avvisato (OERR)	1	
c) Interagency Work Group on Counterterrorism Exercises (IWG-CTE)	0.05	10	Lisa Ratcliff (ORIA)	1	
d) Interagency Intelligence Committee on Terrorism (IICT)	0.01		Ken Stroech (CEPPO) and Tim Gill (OERR on CIA detail)	2	

EPA Counterterrorism (CT) Program Fiscal Year 1998

TASK	FTE	SS/K³	CTPCT Point Person¹	Task Sequence²	Notes
e) DoD Sustainment Training Group	0.05	15.0	Bruce Potoka (OERR/ERT) and Dan McGoldrick (Region 3 on detail to OERR)	1	
f) CT Core Group	0.05	15.0	Ken Stroech (CEPPO) and Dan McGoldrick (Region 3 on detail to OERR), as well as subject matter experts as needed	1	
g) Interagency Counterterrorism Joint Information Center and Press Issues Workgroup	0.06		Bonnie Piper (Press), Kim Fletcher (OERR), CEPPO Communications Team, and Miles Kahn (ORIA)	1	
h) City Visit Redesign Team (FTE and resources are listed under C.2.a)			Lisa Rateliff (ORIA)	1	
i) Concept of Operations Plan (CONPLAN) Workgroup (FBI)	0.10	7.5	Mark Mjones (OERR)		
1) EPA will work with the FBI to define EPA's role (versus those of other D/As and state/local responders) in coordination, evaluation, and clean-up of a nuclear, biological, or chemical terrorist incident, and other response role issues.	0.10	8.0	Mark Mjones (OERR) and Hans Crump (OERR)	2	
2) EPA will work with the FBI to clarify EPA's role, roster designees, and develop implementation procedures related to the Domestic Emergency Support Team (DEST).	0.05		Mark Mjones (OERR) and Hans Crump (OERR)	2	

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TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
3) EPA will work with the FBI to clarify questions surrounding the need for one site safety plan for the crisis management phase of a CT response (e.g., will there be one or multiple, ensure FBI will prepare one if they are the lead).	0.05	5.0	Mark Mjones (OERR), and Hans Crump (OERR), and Jim Hatheway (NEIC) with the FBI's Hazardous Materials Response Unit	2	
4) EPA will continue to work with the FBI to clarify the Agency's role in supporting the FBI in evidence collection in response to a terrorist incident.			Jim Hatheway (NEIC)	1	
5) EPA will work to ensure the smooth transfer of information between the FBI and EPA personnel with regards to a threatened or actual CT incident:			Mark Mjones (OERR) and Hans Crump (OERR)		
(a) EPA will work with the FBI to ensure that FBI personnel understand and agree with the importance of sharing information with EPA personnel regarding threatened or actual CT incidents.		10.0	Mark Mjones (OERR) and Hans Crump (OERR)	2	
(b) EPA will develop an agreement with the FBI (MOU/MOA) regarding EPA access to information (at the command post, FBI's Strategic Information Operations Center, HQ, etc.) prior to and during a terrorist incident.		5.0	Mark Mjones (OERR) and Hans Crump (OERR)	3	
(c) EPA will establish procedures or guidance for EPA personnel on coordinating with the FBI to access information prior to and during a terrorist incident.	0.05	5.0	Mark Mjones (OERR) and Hans Crump (OERR)	3	

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TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
6) EPA will explain the role of the National Response Center (NRC) in the notification process and encourage the FBI to make use of the NRC notification process already established.	0.05	3.75	Dan McGoldrick (Region 3 on detail to OERR)	2	
3. EPA will provide appropriate on-site representation at FBI HQ to facilitate interface with that agency (e.g., EPA staff liaison(s) part-time at FBI).	0.5	10.0	Hans Crump (OERR)	2	
4. EPA will work with the FBI on incorporating the Incident Command System/Unified Command (ICS/UC). EPA will promote the use of ICS/UC as a coordination model for CT response with state/local governments as well as other Feds.	0.05	10.0	Mark Mjones (OERR) and Hans Crump (OERR)	1 (but may be overcome by FBI's own initiatives)	
5. EPA will work with the FBI and FEMA and other D/As to clarify the transition(s) between crisis management and consequence management (and cleanup). EPA will address Crisis Management (C ^R M) and Consequence Management (C ^O M) issues noted during past events and simulations, including the OSC role. (CONPLAN?)	0.05	10.0	Mark Mjones (OERR) and Hans Crump (OERR)	1	
6. EPA will develop a contingency for folding a National Response System (NRS) non-CT event into CT procedures. EPA will address how to handle responses that begin as an NRS action and then are found to be a terrorist or deliberate release. (CONPLAN?)	0.10	5.0	Mark Mjones (OERR) and Hans Crump (OERR)	1	
7. EPA will work with the US Coast Guard to address its role for terrorist incidents under ESF #10.	0.05	5.0	Lea Anne Gleason (CEPPO), Mark Mjones (OERR), and John Gustafson (CEPPO)	2	
8. EPA will participate in any review by the General Accounting Office (or other federal oversight group) of federal CT capabilities and programs.	0.02	4.0	Ken Stroech (CEPPO)	3	

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TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
<i>Notifications:</i>					
9. EPA will develop and implement an internal and external communications plan for notification of incidents as well as communications during and after an incident:			Dan McGoldrick (Region 3 on detail to OERR)		
a) EPA will develop intra-Agency notification procedures for terrorist incidents.	0.05	2.0	Dan McGoldrick (Region 3 on detail to OERR)	2	
b) Assure CTPCT participation with NRC and FBI in discussion re: notification and use of NRC/NRS. (FTE and resources are addressed in Task B.6.)			Dan McGoldrick (Region 3 on detail to OERR)	2	
<i>General Outreach:</i>					
10. EPA will provide outreach to other agencies and states and local responders regarding the role of the National Response System in CT activities:			Ken Stroech (CEPPO) and Mark Mjones (OERR)		
a) EPA will continue to work with the National Response Team (NRT), through its Response Committee, to provide outreach to the Regional Response Teams (RRTs), including information, training, etc., on CT response.	0.05	10.0	Mark Mjones (OERR), John Gustafson (CEPPO), and Frank Avvisato (OERR)	1	
b) EPA will develop fact sheets on EPA's authorities and capabilities for CT preparedness and response for distribution to federal, state, and local agencies.	0.05	4.0	Carole Macko (CEPPO Communications Team), w/ support from Miles Kahn (ORIA)	1	
c) EPA will be proactive in seeking opportunities to represent and advocate the National Response System to other D/As (e.g., through briefings).	0.05	4.0	Ken Stroech (CEPPO) and all CTPCT members	1	

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TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
d) EPA will develop a mechanism to explain to other D/As the requirements for and constraints to tapping CERCLA/OPA funds. EPA will resolve the issue of the use of Superfund monies for PDD #39-related requests for support.	0.05	1.0	Mark Mjones (OERR)	3	
<i>Other:</i>					
11. EPA will continue to participate in "Special Events" planning such as the United Nations "GA", the Superbowl, the Nike Games, Houston Energy, the Goodwill Games, the Inauguration, and the Winter Olympics. (Actual predeployment will cost \$300K-900K per actual event.)	0.2	10.0	Ken Stroech (CEPPO) and all CTPCT members and Regions	3	
12. EPA will encourage and participate in the development of criteria for identifying the Lead Federal Agency (LFA) under the Federal Radiological Emergency Response Plan (FRERP) in a terrorist incident.	0.05		Craig Conklin (ORIA)	3	
13. EPA will coordinate with the FBI to develop a Joint Information Center (JIC) model and coordination mechanisms to ensure the effective release of information during a terrorist incident.	0.10	4.0	Bonnie Piper (Press), Kim Fletcher (OERR), CEPPO Communications Team, and Miles Kahn (ORIA)	1	
14. CANUKUS activities for CB terrorism	0.03		Ken Stroech (CEPPO)		
a) Participate in annual conference of the full tri-lateral			Ken Stroech (CEPPO) and Lisa Ratcliff (OERR)	1	
b) Participate in Consequence Management workgroup (1-2 meetings a year)			Ken Stroech (CEPPO)	3	

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TASK	FTE	\$\$/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
c) Participate in converting EPA/U.S. CT products for use by other countries (e.g., 27 City training and consequence management planning materials and lessons learned).			Ken Stroech (CEPPO)	3	
15. Participate in other classified US and international CT programs and activities as necessary.	0.02		Ken Stroech (CEPPO)	2	1

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TASK	FTE	SS/K ³	CTPCT Point Person ¹	Task Sequence ²	Notes
C. Training and Exercises					
<i>EPA Internal Training Strategy:</i>					
1. EPA will develop an Agency-wide training strategy for the CT program (including EPA OSCs, ERT members, CEPP and ORIA personnel, and all other involved EPA staff):			Mark Mjones (OERR) and Bruce Potoka (OERR/ERT)		
a) EPA will assess the CT training needs of its headquarters, regional, and contract staff.	0.10		Mark Mjones (OERR)	3	
b) EPA will identify existing CT-related training, and/or develop and deliver new training modules for its headquarters, regional, and contract staff.	0.10		Mark Mjones (OERR) and Bruce Potoka (OERR/ERT)	3	
c) EPA will ensure that there is an ongoing process to provide continuing CT program training and outreach to its headquarters, regional, and contract staff.	0.05		Mark Mjones (OERR) and Bruce Potoka (OERR/ERT)	3	
<i>EPA External Training Activities:</i>					
2. EPA will participate in the federal-wide training initiatives under the Nunn-Lugar-Domenici Weapons of Mass Destruction Act:			Ken Stroeck (CEPPO)		
a) EPA will participate in the design process of the initial training assessment visits and exercises for the remaining 93 cities.	0.05		Lisa Ratcliff (ORIA), Ken Stroeck (CEPPO), and John Gustafson (CEPPO)	1	
b) EPA will participate in delivery process and/or review/improvement of federal training to the initial 27 cities.	0.02	2	Lisa Ratcliff (ORIA) and Ken Stroeck (CEPPO)		

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TASK	FTE	\$\$/K³	CTPCT Point Person¹	Task Sequence²	Notes
c) EPA will participate in delivery of federal training orientation to the additional 93 cities.	0.05	10.0	Lisa Ratcliff (ORIA) and Ken Stroech (CEPPO)	3	
d) EPA will participate in the discussions and development of the sustainment training and determine EPA's role in providing CT training to other D/As, states, and locals, including curriculum development and delivery.	0.03	2.0	Bruce Potoka (OERR/ERT) and Dan McGoldrick (Region 3 on detail to OERR)	1	
<i>Inter-agency Exercises:</i>					
3. EPA will participate in the development of an interagency CT exercise strategy:	0.05	10	Lisa Ratcliff (ORIA)	1	
a) EPA will participate in interagency exercise workgroups such as the Interagency Workgroup on Counter Terrorism Exercises (IWG-CTE) and other CT exercise planning workgroups as appropriate and as EPA resources permit.	0.10		Lisa Ratcliff (ORIA)	1	
4. EPA will participate in interagency CT exercises as appropriate and as EPA resources permit.	0.10	25.0	Lisa Ratcliff (ORIA)	3	
5. EPA will assist in developing table top and field exercises to test the procedures for collection of enforcement evidence during a terrorist incident.			Jim Hatheway (NEIC)	3	

FTE ESTIMATES

PERCENT = HOURS

0.20	400
0.10	200
0.05	100

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0.02 40
0.01 20
0.0025 5