

# Interagency Security Committee Action Plan

Calendar Years 2007-2008

Office of Security



# Homeland Security



# Contents

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1. Executive Summary.....	iii
2. Background.....	1
3. Objective 1 - Improve Security Program Management.....	1
4. Objective 2 - Enhance Guidance and Standards for Security Operations.....	3
5. Objective 3 - Improve Coordination of Security and Protection Initiatives .....	8
6. Future ISC Initiatives.....	8
7. Resources.....	9
8. Conclusion.....	9
9. Appendix A: Planning Conference Attendees.....	10
10. Appendix B: Tasks Addressed at Planning Conference.....	11



# Interagency Security Committee Action Plan

## Calendar Years 2007 and 2008

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### Executive Summary

The 2007-2008 Interagency Security Committee (ISC) Action Plan presents policy recommendations for enhancing the quality and effectiveness of security in, and the protection of, facilities in the United States occupied by federal employees. The plan was developed during the September 2006 ISC Planning Conference and identifies three objectives that have seven associated tasks. Four of the seven new tasks address recommendations made by the Government Accountability Office (GAO). In addition to the three new objectives the ISC also affirmed its commitment to completing five in-progress tasks.

### Objective 1 - Improve Security Program Management

- Task 1A Issue guidance on the use of performance measures for security programs
- Task 1B Issue guidance on allocating resources using risk management principles
- Task 1C Issue guidance on the strategic management of human capital

### Objective 2 - Enhance Guidance and Standards for Security Operations

- Task 2A Promote leveraging technology in security operations
- Task 2B Develop minimum standards for the use, training, and certification of contract security guards
- Task 2C Develop guidance on construction standards for shelter in place locations

*During the planning conference, the ISC affirmed its commitment to completing the following in-progress tasks:*

- Task 2D Develop physical security standards for child care facilities
- Task 2E Develop physical security standards for land ports of entry



- Task 2F Update the physical security standards for existing buildings (Replace the 1995 Department of Justice *Vulnerability Assessment of Federal Facilities Report*)
- Task 2G Develop guidance for safe mail handling
- Task 2H Issue revised guidance for law enforcement access to federal facilities

### Objective 3 - Improve Coordination of Security and Protection Initiatives

- Task 3A Improve ISC marketing and communication with agencies and security partners

During the planning conference, the ISC membership deferred consideration of additional initiatives pending completion of the above tasks. Resources required to complete ISC tasks will continue to be provided by the membership and the ISC staff at the Department of Homeland Security. Additional funding resources may be required as determined by the working groups addressing each task. Through this Action Plan the ISC has re-confirmed its commitment to develop comprehensive risk-based policy and guidance for mitigating threats to the federal workplace, employees and the visiting public.

## References

- A. GAO Report, Homeland Security: *Further Actions Needed to Coordinate Federal Agencies' Facility Protection Efforts and Promote Key Practices* (GAO-05-49, November 2004)
- B. GAO Report, Homeland Security: *Guidance and Standards Are Needed for Measuring the Effectiveness of Agencies' Facility Protection Efforts* (GAO-06-612, May 2006)
- C. Executive Order 12977, Interagency Security Committee, October 19, 1995
- D. Executive Order 13286, Amendment of Executive Orders, and Other Actions, in Connection With the Transfer of Certain Functions to the Secretary of Homeland Security, March 5, 2003
- E. Homeland Security Act of 2002, November 19, 2002



# Background

The ISC was established by Executive Order 12977 in October 1995. It is chaired by the Department of Homeland Security (DHS) and is comprised of senior-level representatives from executive branch agencies and departments. The ISC's three primary security responsibilities for nonmilitary activities are: (1) establish policies for security in and protection of federal facilities; (2) develop and evaluate security standards for federal facilities, develop a strategy for ensuring compliance with such standards, and oversee the implementation of appropriate security measures in federal facilities; and (3) take such actions as may be necessary to enhance the quality and effectiveness of security and protection of federal facilities.

In September 2006, the ISC held a planning conference to develop an Action Plan for calendar years 2007 and 2008. The participating organizations (Appendix A) reviewed recommendations from recent GAO audits<sup>1</sup> and the results of an ISC member survey (Appendix B) to establish objectives and define tasks to be completed during 2007 and 2008. In addition to identifying three new objectives and seven associated tasks, the participants also affirmed the ISC's commitment to completing five tasks previously identified.

## Objective 1 - Improve Security Program Management

A fundamental ISC objective is to improve the management of security programs by establishing policies and minimum standards for security operations. The evolving threat environment and advances in security technology require periodic reviews and updates. To accomplish this objective the ISC will undertake three tasks during 2007 and 2008.

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<sup>1</sup> GAO-05-049, Homeland Security: Further Actions Needed to Coordinate Federal Agencies' Facility Protection Efforts and Promote Key Practices and GAO-06-612, Homeland Security: Guidance and Standards Are Needed for Measuring the Effectiveness of Agencies' Facility Protection Efforts.



### **Task 1A Issue Guidance on the Use of Performance Measures for Security Programs**

**Description:** Issue guidance on the use of performance measures as recommended in GAO Reports 05-49 and 06-612. Create and distribute a common matrix tool to assist in developing input, output, and/or outcome measures to assess program effectiveness to mitigate vulnerability to threats.

**Key Success Factors:** Issue a guide that includes a matrix designed to assist agencies in developing security program performance measures.

**Task Lead:** DHS ISC

**Key Agencies:** ISC staff will develop a draft with representatives from the National Infrastructure Protection Plan (NIPP), Government Facilities Sector and Department of Defense

**Support or Skills Required:** Knowledge of risk assessments and NIPP performance measurement plans.

**Estimated Cost:** \$200,000

**Target Completion Date:** 2007

### **Task 1B Issue Guidance on Allocating Resources Using Risk Management Principles**

**Task Description:** Implement the GAO recommendation to issue guidance on allocating resources using risk management principles such as: identifying potential threats; assessing vulnerabilities; determining assets that are most critical to protect; and evaluating mitigation alternatives in terms of risk and cost. (Note: Member agencies, including Federal Protective Service (FPS), United States Postal Service (USPS), and Department of Commerce (DOC) have processes under development that may serve as guidance or benchmarks.)

**Key Success Factors:** An ISC guidance document that is adopted by agencies and provides the foundation for an effective facility protection program.

**Task Lead:** Department of State

**Key Agencies:** Social Security Administration, Department of Defense, General Services Administration, Federal Bureau of Investigation, Department of Education and Office of Management and Budget

**Support or Skills required:** Knowledge of analytical risk management.

**Estimated Cost:** TBD

**Target Completion Date:** 2007



### **Task 1C Issue Guidance on the Strategic Management of Human Capital**

**Task Description:** Implement the GAO recommendation to promote strategic management of human capital. This includes establishing an ISC Working Group to work with the Office of Personnel Management (OPM) to identify: 1) specific qualifications, training, and certification requirements for government security specialists; 2) address minimum requirements for contract security personnel; and 3) request OPM to support a new sub-section to the President's Management Agenda for security at government facilities.

**Key Success Factors:** Updated OPM standards for security specialists.

**Task Lead:** Office of Personnel Management

**Key Agencies:** Veterans Administration, US Marshals Service, Department of Labor, and the US Department of Agriculture

**Support or Skills required:** TBD

**Estimated Cost:** No additional cost estimated.

**Target Completion Date:** 2007

## **Objective 2 – Improve Guidance and Standards for Security Operations**

Operational procedures and practices must be continually adjusted to address new responsibilities, technologies, personnel and budget. To ensure the Federal security community is taking full advantage of new security technologies, the ISC will issue guidance for identifying and applying new technologies to security programs and operations.

The ISC also recognizes the need for a central repository of security operations best practices. Establishing a central repository will promote best practices for managing security operations and increase the potential to develop new protocols based on lessons learned.

To accomplish Objective 2, the ISC will undertake three tasks during 2007 and 2008 and complete five in-progress tasks.



### **Task 2A Promote Leveraging Technology in Security Operations**

**Task Description:** Formalize methods to leverage technology to provide guidance, best practices, and other clearinghouse support. Evaluate success factors for applying technology based on risk. Incorporate DOD's Technical Support Working Group (TSWG) and other organizations' best practices into ISC guidance documents. Establish a process to exchange information between ISC members. Coordinate member's efforts on FIPS-201 and HSPD-12.

**Key Success Factors:** Provide a tool box of technologies. Fully establish methods of formal or informal communications between ISC members. Develop a permanent relationship with the TSWG.

**Task Lead:** Department of Defense

**Key Agencies:** DHS/Science and Technology (S&T), National Institute of Standards and Technology (NIST), and Federal Bureau of Investigation

**Support or Skills required:** Legal guidance to evaluate and report on technology innovations. Website design skill may be required to communicate new innovations and applications of technologies.

**Estimated Cost:** TBD

**Target Completion Date:** 2008

### **Task 2B Develop Minimum Standards for the Use, Training, and Certification of Contract Security Guards**

**Task Description:** Issue ISC guidance on contract guards that: 1) defines the functions of a guard force as a threat countermeasure; 2) contains post identification and staffing; 3) compares a guard force with other threat countermeasure systems to determine if more effective security could be achieved; and 4) identifies the functions of a security guard and validates critical supporting tasks.

**Key Success Factors:** Provide overall concepts and implementation guidance for guard forces and contract security guards. Develop a strategy for conducting a job task analysis and implementing minimum medical, physical, training, and other program standards.

**Task Lead:** DHS/Federal Protective Service

**Key Agencies:** Environment Protection Agency, Department of Education, Social Security Administration, General Services Administration, and Department of Defense

**Support or Skills required:** Knowledge of contracts, medical standards.

**Estimated Cost:** \$200,000

**Target for Completion:** 2008



### **Task 2C Develop Guidance on Construction Standards for Shelter-In Place Locations**

**Task Description:** Develop a shelter-in-place (SIP) document that addresses new and modernization construction requirements and strategies for: 1) SIP as an element of larger crisis management issues; 2) incorporating existing Federal Emergency Management Agency (FEMA) SIP policy; 3) liabilities with lease sites and SIP policies; 4) impact of prior SIP policies; and 5) public access facilities.

**Key Success Factors:** Guidance document containing SIP construction elements, model plan, training, Best Management Practices (BMP), and Personal Protective Equipment (PPE). Coordination with FEMA.

**Task Lead:** DHS/FEMA

**Key Agencies:** Central Intelligence Agency, Department of Justice, Department of Energy, Department of Health and Human Services/Center for Disease Control (CDC), and Office of Personnel Management

**Support or Skills required:** Multi-disciplined team of safety, health, and security experts familiar with SIP concepts and conditions.

**Estimated Cost:** TBD

**Target Completion Date:** 2007

## **ISC In-Progress Tasks**

### **Task 2D Develop Physical Security Standards for Child Care Facilities**

**Description:** Issue ISC security standards for child care center facilities as a supplement to the *ISC Security Design Criteria for New Federal Office Buildings and Major Modernization Projects* issued in December 2004.

**Key Success Factors:** Addendum to the ISC new construction and major modernization standards document which will address appropriate construction standards for child care to include structural and window security enhancements.

**Task Lead:** General Services Administration

**Key Agencies:** Health and Human Services, Education, and the Smithsonian Institution

**Support or Skills Required:** Architectural and engineering.

**Estimated Cost:** TBD

**Target Completion Date:** 2007 *in-progress task\**



### **Task 2E Develop Physical Security Standards for Land Ports of Entry**

**Task Description:** Develop minimum physical security standards for land ports of entry that adequately address the increased threat of illegal entry, evidence protection, and crime associated with land ports of entry into the United States.

**Key Success Factors:** Physical security construction requirements document to be used by the GSA and DHS/CPB in constructing new facilities and major modernization of existing facilities.

**Task Lead:** DHS/Customs and Border Patrol (CBP)

**Key Agencies:** General Services Administration

**Support Skills Required:** Architectural and engineering.

**Estimated Cost:** Cost to be borne by CBP and GSA.

**Target Completion Date:** 2007 *in-progress task\**

### **Task 2F Update the Physical Security Standards for Existing Buildings**

**Task Description:** Update the *Department of Justice Vulnerability Assessment of Federal Facilities* report issued in 1995 to include revised building security level determination guidance and countermeasure recommendations based on site specific threats, mission criticality, and consequences.

**Key Success Factors:** A new document that will replace the 1995 report and serve as a companion to the ISC Design Criteria for New Federal Office Buildings and Major Modernization Projects and the ISC Security Standards for Leased Space.

**Task Lead:** Department of Justice

**Key Agencies:** Treasury, Environmental Protection Agency, US Courts, Nuclear Regulatory Commission, General Services Administration, DHS/Federal Protective Service and the Federal Deposit Insurance Corporation

**Support Skills Required:** None

**Estimated Cost:** None

**Target Completion Date:** 2007 *in-progress task\**



### **Task 2G Develop Guidance for Safe Mail Handling**

**Task Description:** Issue guidance to federal agencies for mitigating the vulnerabilities of mail handling operations posed from chemical, biological, and/or explosive threats.

**Key Success Factors:** A document providing agencies with best practices for improving the security of mail handling operations and incident response including containment of spread of chemical or biological agents.

**Task Lead:** US Postal Service

**Key Agencies:** DHS, Federal Deposit Insurance Corporation, General Services Administration, and the Department of Transportation

**Support Skills Required:** None

**Estimated Cost:** None

**Target Completion Date:** 2007 (Note: As of December 2006, the document has been completed and will be processed for distribution through web posting and CDs.) *in-progress task\**

### **Task 2H Issue Revised Guidance for Law Enforcement Access to Federal Facilities**

**Task Description:** Develop new guidance applicable to federal agencies and law enforcement organizations for improving the coordination of access to federal facilities by federal, state, and local law enforcement officials.

**Key Success Factors:** A guidance document establishing recommended access protocols for emergency incident response, on and off duty site visits, and weapons carriage policies for law enforcement officials.

**Task Lead:** DHS

**Key Agencies:** Department of Transportation, Department of Agriculture, and US Postal Service

**Support Skills Required:** Legal assistance to ensure legality of protocols for incident response and off duty access.

**Estimated Cost:** None

**Target Completion Date:** 2007 *in-progress task\**



## Objective 3 – Improve Coordination of Security and Protection Initiatives

The ISC provides a government-wide forum for improving the coordination of security and protection objectives. To accomplish this objective, the ISC will undertake the following task during 2007 and 2008:

### **Task 3A Improve ISC Marketing and Communication with Agencies and Security Partners**

**Task Description:** Implement a marketing strategy for sharing ISC guidance with security partners.

**Key Success Factors:** Positive feedback from departments and agencies on ISC products.

**Task Lead:** DHS/ISC

**Key Agencies:** US Postal Service

**Support or Skills required:** Web site development and outreach.

**Estimated Costs:** \$200,000

**Estimated Timeframe to Complete Task:** 18 Months

**Target Completion Date:** 2008

## Future ISC Initiatives

**During** the September 2006 ISC Planning Conference members identified the following tasks as potential future initiatives:

- Update *ISC Security Standards for Leased Space* issued 2/10/05
- Update *ISC Security Design Criteria for New Federal Office Buildings and Major Modernization Projects* issued 12/7/04
- Develop ISC Guidance on the Physical Security of Campus-like Installations
- Develop ISC Guidance Document on the Physical Security Of Concentrated Areas of Federal Space
- Develop Physical Security Standards for Special (e.g., lab space) Space
- Develop Physical Security Standards for Un-staffed Critical Infrastructure



While considering these tasks, it was proposed that as many as possible be addressed in the revision of the 1995 *DOJ Vulnerability Assessment of Federal Facilities* (Task 2F). The working group updating the *DOJ Vulnerability Assessment* agreed.

ISC Working Group activities on in-progress tasks will continue. It is anticipated that the ISC will amend existing documents to address security standards for child care facilities and land ports of entry. New ISC documents will be issued on the best practices for safe mail handling, law enforcement access to federal facilities, and to update the 1995 *DOJ Vulnerability Assessment of Federal Facilities*.

## Resources

This Action Plan envisions a continuation of shared contribution and responsibilities by all ISC members. For each of the tasks working groups and lead agencies have been identified. To support these working groups and provide career development and training opportunities for security specialists, member agencies are encouraged to detail employees to the ISC.

During the planning conference cost estimates for completing the objectives and associated tasks were reviewed. One task, the strategic management of human resources (Task 1C), was identified as not requiring any funding. Three other tasks, (1A, 2B, and 3A) were each estimated to cost approximately \$200,000. Cost estimates for the other three tasks (1B, 2A and 2C) could not be determined during the conference and will be developed by the working groups assigned to complete the tasks.

## Conclusion

The ISC has committed itself to achieve leadership within the federal physical security community. The ISC will continue to establish comprehensive, risk based physical security policies and standards to promote key security management practices. The ISC will promote activities that facilitate the mitigation of threats to the federal workplace, employees, and visiting public.



## **Appendix A:**

### **PLANNING CONFERENCE ATTENDEES**

The ISC Planning Conference was held September 19-20, 2006 at the Federal Deposit Insurance Corporation (FDIC) Training Facility. Using a combination of full sessions and designated working group discussions, the attendees defined and considered objectives and tasks to support the 2007–2008 Action Plan. The objectives and tasks were prioritized and approved by Primary and Associate ISC members.

### **ISC Planning Conference Attendee List**

Dwight Williams	DHS (Chair)
Keith Hughes	DHS (Executive Director)
Joseph Gerber	DHS (ISC Staff)
Gwainevere Hess	DHS (ISC Staff)
Harry Weirath	DHS (ISC Staff)

### **In Attendance**

#### **Primary Members**

Department of Commerce  
Department of Education  
Department of Energy  
Department of Defense  
Department of Health & Human Services  
Department of Homeland Security  
Department of Interior  
Department of Justice  
Department of Labor  
Department of State  
Department of Transportation  
Department of Treasury  
Department of Veterans Affairs  
Central Intelligence Agency  
Environmental Protection Agency  
General Services Administration  
Office of Management & Budget  
United States Marshals Service

#### **Associate Members**

Federal Bureau of Investigation  
Federal Deposit Insurance Corporation  
Federal Emergency Management Agency  
Federal Protective Service  
Federal Reserve Board  
National Capital Planning Commission  
National Institute of Standards & Technology  
Nuclear Regulatory Commission  
Office of Personnel Management  
Social Security Administration  
United States Courts  
United States Postal Service

### **Absent**

Assistant to the President for National Security Affairs, Department of Agriculture,  
Department of Housing & Urban Development



## **Appendix B:**

### **TASKS ADDRESSED AT THE INTERAGENCY SECURITY COMMITTEE PLANNING CONFERENCE**

#### **GAO Recommendations (Key Management Practices per Audit Report GAO-05-49)**

1. Allocating resources using risk management
2. Leveraging technology
3. Information sharing and coordination
4. Performance measurement and testing
5. Aligning assets to mission
6. Strategic management of human capital

#### **Top 10 ISC Survey Items**

1. Update ISC Security Standards for Leased Space
2. Update ISC Security Design Criteria for New federal Office Buildings and Major Modernization Projects Issued
3. Develop ISC Guidance on the Physical Security of Campus-like Installations
4. Develop ISC Policy on Risk Management Principles
5. Incorporate HSPD-12 Requirements into Applicable ISC Documents
6. Develop ISC Guidance Document on the Physical Security Of Concentrated Areas of Federal Space
7. Develop Physical Security Standards for Special (e.g., lab space) Space
8. Develop ISC Standards Governing the Use of HSPD-12 Access Cards
9. Update ISC Standard Operating Procedures
10. Building Security Committee Responsibilities

#### **Other Survey Items**

1. Develop ISC Guidance on the Use of Shelter in Place
2. Assess New Technologies For Providing Cost-Effective Security
3. Explore Options for ISC to Oversee Implementation of Security Measures
4. Explore Options For Ensuring Compliance with ISC Standard
5. Explore Federal Security Data Base Options with Government Coordinating Council



### **ISC Member Interview Suggestions**

1. Develop Physical Security Standards for Un-staffed Critical Infrastructure.
2. Develop Physical Security Standards for All Hazard Risk Management; for crime & CBR.
3. Develop Physical Security Standards for Computer Operations.
4. Develop Physical Security Standards for Contractor Owned Facilities.
5. Develop Policy/Procedure for Government Shutdown Due to Attack/Eminent Threat.
6. Contract Security Guards: Develop ISC Standards for the Use, Training and Certification of Armed Security Guards; Examine Use of Contract Guards to Determine if more Cost Effective Security Could be Achieved.
7. Develop Procedure for Sharing IG Audit Recommendations on Physical Security Among ISC Membership.
8. Foster Better Project Planning Communication Between Security and Facility Managers, to include an ISC Model Checklist for Project Planning/Implementation.
9. New Technologies (subset of number 3 under Other Survey Items): Hire Contractors to Research Potential New Technologies; Implement Lessons Learned Process on the Use of New Technologies; Liaison with DHS's Science and Technology Directorate and DOD's Technical Support Working Group (TSWG) to Gather Information on Emerging Technologies (Treasury).
10. Establish a Working Group to Explore Options for Intelligence and Information Sharing.
11. ISC Should Market Itself Better to Agencies and Security partners; Communicate with Security partners by Issuing an ISC Annual Report.
12. Formalize Partnerships with GSA, FPS and Others to Ensure Consistency in the Application of ISC Standards Nationwide.
13. Encourage OMB to Seek ISC Member Input in the Development of Security Related Initiatives (USDA); ISC Should Function as a Policy Coordination Committee under the Homeland Security Council.

### **In-Progress Tasks**

1. Update 1995 Physical Security Standards for Existing Buildings
2. Develop Physical Security Standards for Child Care Facilities
3. Develop Physical Security Standards for Land Ports of Entry
4. Develop ISC Policy on Law Enforcement Access to Federal Facilities
5. Develop ISC Guidance Document on Safe Mail Handling