



National Infrastructure Protection Plan

Postal and Shipping Sector

Homeland Security Presidential Directive 7 (HSPD-7) identified 17 critical infrastructure and key resources (CI/KR) sectors and designated Federal Government Sector-Specific Agencies (SSAs) for each of the sectors. Each sector is responsible for developing and submitting Sector-Specific Plans and sector-level performance feedback to the Department of Homeland Security (DHS) to enable national cross-sector CI/KR protection program gap assessments. SSAs are responsible for collaborating with private sector security partners and encouraging the development of appropriate information-sharing and analysis mechanisms within the sector.

Sector Overview

The Postal and Shipping Sector is an integral component of the U.S. economy, employing more than 1.5 million people and earning revenues of more than \$148 billion per year. The Postal and Shipping Sector moves hundreds of millions of messages, products, and financial transactions each day. Postal and shipping activity is differentiated from general cargo operations by its focus on small- and medium-size packages and by service from millions of senders to millions of destinations. The sector is highly concentrated, with a handful of providers holding roughly 96 percent of the market share.

Sector-specific assets include: high-volume automated processing facilities; tens of thousands of local delivery units; many and varied collection, acceptance, and retail operations; mail transport equipment; and information and communications networks. Beyond physical and cyber assets, the most critical sector asset is public trust.

The Postal and Shipping Sector has many dependencies and interrelationships with a wide range of other sectors,

including its potential role as a threat vector to other sectors and the general public. The Banking and Finance, Government Facilities, Commercial Facilities, and Public Health and Healthcare sectors all rely heavily on the Postal and Shipping Sector for the shipment and delivery of critical documents and packages. The Postal and Shipping Sector itself relies on: (1) the Transportation Systems Sector for the movement of mail and packages by air, road, or rail, as well as being a major customer of the sector; (2) the Energy Sector for power, as well as being a customer of the sector; and (3) the Information Technology and Telecommunications sectors for supporting logistics operations and automatic identification and sorting; these sectors are also key customers. All of these sectors are working together to ensure that their efforts support each other.

Sector Partnerships

The Postal and Shipping Sector has formed a Sector Coordinating Council (SCC) comprised of the major industry providers (UPSTM, United States Postal Service®

(USPS), FedEx®, and DHL) to work with DHS and other Federal agencies to ensure that the efforts of the private sector are informed by Federal activities and vice versa. This council also serves as a critical mechanism for ensuring that the concerns and perspectives of the private sector are considered in Federal actions. The SCC's members are believed to represent the majority of the Nation's postal and shipping industry.

Several Federal agencies have come together to form the Postal and Shipping Government Coordinating Council (GCC). GCC membership includes: the Transportation Security Administration (TSA); DHS Office of Infrastructure Protection; DHS Customs and Border Protection; DHS Mail Management Program; DHS Office of Grants and Training; Department of Health and Human Services Centers for Disease Control and Prevention; and the Food and Drug Administration. The objective of the GCC is to promote effective government coordination of postal and shipping security strategies; identify gaps and activities; establish policies and standards, program metrics, and performance reporting criteria; and foster effective communications and partnerships across government and between government and the private sector.

CI/KR Protection Issues

The Postal and Shipping Sector delivers to virtually any national or international location. Accordingly, postal and shipping personnel have trusted access to almost all public and private facilities in their roles as collectors and distributors of the Nation's postal commerce. To ensure ease of access to and use of the system for its customers, the sector maintains an extremely large number of collection points at which parcels and letters can be inserted for delivery. These collection facilities present a vast array of relatively anonymous entry points at which terrorists could insert dangerous materials for delivery to intended targets. This combination of ubiquitous, trusted personnel access to other sectors, an extraordinary number of points to anonymously insert material, and the potential for delivery to diverse recipients potentially makes the Postal and Shipping Sector an attractive vector that terrorists may use to attack persons or critical infrastructure in other sectors.

Priority Programs

Within the Postal and Shipping Sector, protective programs primarily occur on two distinct levels: (1) overarching, sector-wide protective programs led by TSA as the SSA; and (2) protective programs that are driven by industry partners and, for the most part, performed voluntarily by asset owners and operators. High-priority sector-wide programs include:

- **Exercises.** The Postal and Shipping Sector has conducted several exercises in partnership with private sector stakeholders. For the remainder of fiscal year (FY) 2006, two additional tabletop exercises are planned. Four exercises are planned for FY 2007.

- **Information Sharing.** The Postal and Shipping Sector has established a portal on the Homeland Security Information Network. This facilitates and enables information sharing between the SSA and private sector security partners, among Federal government agencies (GCC membership), between government and the private sector, and across other critical infrastructure sectors.
- **Vulnerability Assessment Tool.** The Postal and Shipping Sector is in the process of developing a vulnerability self-assessment tool, specifically tailored to the unique characteristics of the sector.
- **Site Assistance Visits (SAVs).** In conjunction with DHS, the SSA has performed several SAVs at key Postal and Shipping Sector stakeholder facilities. The SAVs were carried out at the invitation of and in full cooperation and coordination with major security partners.
- **Strategic Homeland Infrastructure Risk Assessment (SHIRA).** The Postal and Shipping Sector has been an active participant in SHIRA and its predecessor, STAR. STAR was restructured into SHIRA to represent the status of vulnerability in the Nation's infrastructure more accurately.

USPS protective programs include initiatives such as Biological Detection Systems in 272 processing and distribution centers, a facility risk-rating model, facility security surveys, commercial mailer reviews, observation of mail conditions, Airport Mail Security Review Program, Aviation Mail Security Program, Personnel Screening Review Program, Financial Security Review Program, and a Security Force Assessment Survey.

The sector's other private sector security partners are also implementing protective initiatives and programs, although the specifics of these efforts are generally considered proprietary and of a commercially sensitive nature. General examples of such programs include physical vulnerability mitigation measures, such as perimeter fencing, additional security measures for the handling and storage of hazardous materials, and closed-circuit surveillance systems; cyber security measures such as encryption and sophisticated package tracking systems; and personnel security measures, such as access control, metal detectors, and identification verification requirements.



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