THE CIP REPORT

July 2007

Government Facilities

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School of Law
CRITICAL INFRASTRUCTURE
PROTECTION PROGRAM

This month we are very pleased to be able to highlight a sector new to the pages of *The CIP Report*, the Government Facilities Sector. This uniquely governmental sector, which includes facilities owned and operated by Federal, State, Territorial, local, or tribal governments domestically and overseas, has long been engaged in planning and preparedness activities, many of which are highlighted in this issue. With the incredible array of facilities, which range from U.S. embassies, military installations, schools, courthouses, and public-use spaces, this sector represents many attractive targets for terrorist or criminal activities. In this month's issue, we include an interview with Gary W. Schenkel, Director of the Federal Protective Service (FPS) at the Department of Homeland Security, as well as background information on the Government Facilities Sector, which includes information on the Sector Specific Plan, and coordination mechanisms for the sector.

On a personal note, this issue of *The CIP Report* marks my last as Director of the CIP Program. Despite many rewarding moments here at GMU, I have decided to accept a position working with an exceptional team from *C&H Patriot Security, LLC* assisting a government in the Middle East build their National Critical Infrastructure program. I will be working primarily on maritime security issues and have formed a company named *Kamal Advisory Services, LLC*. I am honored to remain affiliated with the CIP Program and GMU School of Law as a Senior Fellow.

The past four years have been among the best in my career and have afforded me the opportunity to interact with the very finest minds dedicated to improving our national and economic security. The research community here at GMU has truly embraced the notion of interdisciplinary work in support of national objectives and has marked not only this School of Law, but the entire University as a 'center-of-excellence' in security studies. I am also very pleased with our unique affiliation with James Madison University in this area.

The CIP Program would never have been possible without the forward thinking and generous support of Congressman Frank Wolf (R-VA) and his staff, who had a vision for a broad-based university program that supported an emerging national need. Our executive agent, the National Institute of Standards and Technology, as well as program officials from the Department of Homeland Security, Department of Energy, the Commonwealth of Virginia and our many international partners, have all been highly professional and a pleasure to work with.

I would like to thank President Merten, Provost Peter Stearns, Dean Dan Polsby, Mr. Lee Zeichner, and the Honorable Jack Marsh for all that they have done for me both professionally and personally. Finally, a heartfelt thank you to my outstanding staff.

I can continue to be reached at my GMU address for CIP Program related matters or at my new work address - jam@kamaladvisory.com. Thank you for your continued support over the years.

John A. McCarthy
John A. McCarthy
Director, CIP Program
George Mason University, School of Law

Inside the Government Facilities Sector

U.S. citizens regularly interact with government at all levels and depend on the provision of various government services, all of which are supported by an array of facilities owned, leased, or operated by government entities. Ensuring the continuity of these functions and services through protection of their associated government assets is vital to homeland security.

The Government Facilities Sector (GFS) includes a wide variety of buildings, owned or leased by Federal, State, Territorial, local, or tribal governments, located domestically and overseas. Many government facilities are open to the public for business activities, commercial transactions, or recreational activities. Others not open to the public contain highly sensitive information, materials, processes, and equipment. This includes general-use office buildings and special-use military installations, embassies, courthouses, national laboratories, and structures that may house critical equipment and systems, networks, and functions. *(See facility categorization table on Page 3.)*

In addition to physical structures, the sector considers cyber elements that contribute to the protection of sector assets (e.g., access control systems and closed-circuit television systems) as well as the protection of individuals who possess tactical, operational, or strategic knowledge or perform essential functions. Diverse in function, size, and location, these facilities are differentiated from other critical

infrastructure and key resources (CI/KR) sectors because they are uniquely governmental.

The true value of government facilities comes from the functions they have been constructed to support. As faithful stewards of the public trust, it is essential that those responsible for the protection of government facilities ensure that these critical services remain available to the American public.

The DHS Federal Protective Service (FPS), as part of Immigration and Customs Enforcement (ICE), is the Sector-Specific Agency (SSA) for the GFS. Building on its traditional role as protector of facilities owned and leased by the General Services Administration (GSA), FPS coordinates efforts among government at all levels to identify, assess, and enhance the protection of government facilities determined to be nationally critical.

A Government Coordinating Council (GCC), chaired by FPS, is the primary coordination point with representatives from government entities with the responsibility for the protection of government facilities. Because of its inherently governmental focus, security partners are limited to representatives from Federal, State, local, or tribal government entities involved in the protection of owned or leased facilities. As the GFS also includes the Education Facilities (ED) Subsector, FPS works in close coordination with the Department of Education with regard to all schools. FPS also

Vision Statement

To establish a preparedness posture that ensures the safety and security of government facilities located domestically and overseas so that essential government functions and services are preserved without disruption.

represents the sector on the NIPP Federal Senior Leadership Council (FSLC) and through similar coordinating mechanisms established by other CI/KR sectors.

Goals

The sector recently released its Sector-Specific Plan (SSP) which provides a framework from which to categorize, assess, and protect government facilities necessary for the daily operation of the nation. The SSP establishes five overarching goals:

▶ **Goal 1:** Implement a long-term government facility risk management program;

▶ **Goal 2:** Organize and partner for government facility protection;

▶ **Goal 3:** Integrate government facility protection as part of the homeland security mission;

▶ **Goal 4:** Manage and develop the capabilities of the Government Facilities Sector; and

▶ **Goal 5:** Maximize efficient use of resources for government facility protection.

Government Facility Categorization Structure

Personnel-centric facilities—House personnel in the course of their official business or personal pursuits.

- ☐ Offices and office building complexes
- ☐ Housing
- ☐ Education facilities
- ☐ Correctional facilities
- ☐ Embassies, consulates, border facilities
- ☐ Courthouses

Service-oriented facilities—Provide services to government and the public and house the technical equipment necessary to carry out and deliver government services. (These typically experience large numbers of visitors.)

- ☐ Operations, command, dispatch, and control centers
- ☐ Libraries
- ☐ Maintenance and repair shops
- ☐ Archives

Research and development facilities—Used to conduct research and development activities and include government-owned, contractor-operated facilities categorized by the type of research conducted.

- ☐ Basic science
- ☐ Weapons
- ☐ Environmental
- ☐ Aerospace
- ☐ Analysis and assessment

Storage and preservation facilities—Used to house, protect, store, and preserve goods.

- ☐ Records centers
- ☐ Weapons and ammunition storage
- ☐ Special nuclear materials and waste
- ☐ Warehouses
- ☐ Precious metal
- ☐ Currency

Military installations—Owned or operated by DoD, U.S. Coast Guard, or National Guard.

- ☐ Army, Navy, Marine Corps, Air Force, Coast Guard bases and National Guard facilities.
- ☐ Joint and combined military installations and reservations.

Space exploration facilities—Owned and operated by the National Aeronautics and Space Administration for the purpose of space exploration.

Government sensor and monitoring systems—Facilities and associated systems involved with global positioning systems and those used for observation.

Miscellaneous—Any government facilities that do not fit in the above categories.

Government Facilities *(Cont. from Page 2)*

As part of the GFS, the Education Facilities Subsector envisions as its goal that all schools and institutions of higher education have comprehensive emergency management plans to deal with all hazards that address the four phases of emergency management—prevention/mitigation, preparedness, response, and recovery. (*Note:* Government facilities exist in each of the other 16 sectors, but are accounted for by sectors based on predominant use.)

Challenges

The sheer size and scope of the GFS poses a challenge in providing for infrastructure protection efforts. The Federal Government alone manages more than 3 billion square feet of space and more than 650 million acres of land. The sector also covers the facilities owned and operated by the more than 87,000 municipal governments across the Nation, as well as U.S. embassies, consulates, and military installations located all over the world. As such, these facilities face a full range of both natural and man-made hazards.

Government facilities represent attractive and strategically important targets for both domestic and international terrorist groups, as well as criminals. These assets are often targeted because they provide unique services, often perform sensitive functions, and have significant symbolic value. Indeed, the most significant terrorist attacks against Americans have targeted government facilities. Because of the high-profile nature of the sector, government facilities operate within a very dynamic risk environment *(Continued on Page 10)*

Interview with Gary W. Schenkel, Director
Federal Protective Service

Gary W. Schenkel is the Director of the Federal Protective Service (FPS) at the Department of Homeland Security (DHS). FPS is responsible for ensuring standards-based protection for Federal facilities through coordination with tenants and owners and operators.

Mr. Schenkel discusses the work of FPS and the accomplishments and challenges he encounters on a daily basis.

Q: What role does FPS play in CIP?

Since its inception in 1971, FPS has played a key role in securing government facilities. As the challenges facing these key assets have changed, FPS has evolved to meet the emerging security needs of the Federal community. When first established as part of the General Services Administration, FPS placed a heavy focus on controlling civil unrest that posed a danger to Federal buildings and their occupants. As the risks facing government facilities changed, FPS adapted its practices to ensure that government facilities remained secure and their occupants safe. The 1995 bombing of the Murrah Federal Building in Oklahoma City reinforced the real threat that terrorism poses to Federal facilities. Following that attack, FPS led the way in implementing a variety of security practices to reduce the risk of terrorist attacks for Federal facilities.

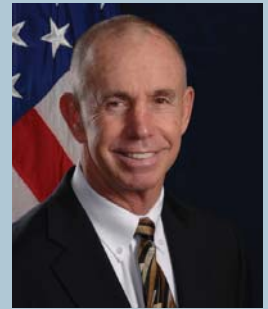FPS became a part of the Department of Homeland Security as it was stood up in 2003. The terrorist attacks of September 11, 2001 further reinforced the necessity of FPS' security and law enforcement services. As a component of DHS Immigration and Customs Enforcement, FPS is part of the nation's largest law enforcement agency, which allows us to leverage extensive capabilities to execute our mission. Consistent with DHS' focus on risk management, FPS regularly conducts Building Security Assessments to gauge the risks faced by government facilities and apply appropriate countermeasures. These activities are carried out in nearly 8,900 Federal facilities that see more than 1 Million visitors every year.

FPS' role in CIP expanded with the creation of the National Infrastructure Protection Plan. As the Sector Specific Agency for the Government Facilities Sector, FPS is leveraging its expertise in assessing and securing government facilities to coordinate infrastructure protection efforts among security partners at all levels.

Q: How are these dual CIP roles for FPS managed?

I prefer to think of it as a singular role driving us to ensure that government facilities and their occupants remain safe and secure. In everything that we do, the NIPP serves as our guiding light. From conducting building security assessments and implementing countermeasures to reduce risk, to the information sharing and coordination activities we conduct on a daily basis with our stake-

Gary W. Schenkel was appointed director of the Federal Protective Service, one of the five divisions of U.S. Immigration and Customs Enforcement (ICE), in March 2007. A retired Marine Corps Lieutenant Colonel, Schenkel has significant leadership experience in a wide range of arenas, including organizational transformation efforts, security planning for public facilities, logistical planning and execution and business administration.

holders, we have embraced the direction our nation is headed with regard to infrastructure protection. The NIPP provides a rally point that serves as a basis for our activities to reduce risk. Thus, our responsibility as the SSA for the Government Facilities Sector is a natural extension of our mission to mitigate risk to facilities. Many of the same stakeholders we have been working with for years as tenants in the facilities under our jurisdiction are the same people we need to coordinate with to accomplish the goals outlined in the Government Facilities Sector Specific Plan. As we work with them, and others, it provides us with better information on the security needs of the Sector and allows us to leverage our expertise to accomplish our mission and the goals of the NIPP.

Schenkel *(Cont. from 4)*

Q: What is involved with FPS' Operational responsibilities?

FPS provides a wide range of services performed by nearly 1,200 government personnel and supported by over 15,000 contract security guards. The strength of FPS lies with our inspectors. FPS inspectors are uniformed law enforcement officers that possess full authority and training of the FPS police officer. However, inspectors are also duly trained as physical security experts and provide comprehensive security services, including building security assessments, and implementing and testing security measures and monitoring and overseeing the contract guard force.

In addition to the physical security efforts carried out by our inspectors, FPS also has a number of specialized programs to enhance preparedness and security for Federal facilities. Among these are the FPS MegaCenters that provide alarm monitoring and dispatch services, a Criminal Investigations Program where we are members of select Joint Terrorism Task Forces and Explosive Detection Dog teams that conduct routine searches and respond to suspicious packages and bomb threats.

> **FPS Vision:**
> Secure Facilities, Safe Occupants
>
> Guiding Principles:
> I.　Stakeholder Service
> II.　Technical Expertise
> III.　Organizational Excellence

Q: What are your near term priorities for FPS?

> *Our approach to facility protection is propelled by a skilled workforce that is working to arm itself with modern risk-based tools, standards, and protocols.*

Having arrived at FPS over three months ago, I have developed a sincere appreciation for the challenges that this organization has faced since transitioning from the General Services Administration (GSA) to the Department of Homeland Security (DHS).

One of my priorities during this time has been to undertake a detailed strategic planning process. This resulted in our vision, mission, and guiding principles that you will see incorporated into all that we do. As I said earlier, the NIPP is the guiding light for FPS and we will continue to be proactive about engaging stakeholders and setting standards in areas such as countermeasure recommendation, emergency dispatch and response, and inspection of new and existing facilities. Assessing and managing risk for Federal facilities is central to everything that we do, and it is the priority that drives all of our activities. Accordingly, one initiative in particular is to design and implement a new risk assessment and management tool that will provide enhanced analytical capabilities for our personnel to plan countermeasures and measure risk across the range of facilities FPS is responsible for.

Q: The Government Facilities Sector is unique in that the infrastructure it protects is entirely governmental. How well equipped is FPS in leading sector coordination efforts as the designated Sector-Specific Agency?

What we have to remember with government facilities is that there are 300 Million Americans that rely upon us every day. It is our job to make sure that the services they rely on remain available. Whether that means getting their social security check on time or securing the blessings of liberty for ourselves and our posterity, it requires that government operations be carried out in a secure and reliable manner. FPS has long had the expertise to provide security solutions for a range of government facilities and it brings that experience to every effort undertaken by the Government Facilities Sector. The goals of the Sector are wholly shared by FPS and we are committed to working with all Sector security partners to share information and best practices to achieve the objectives outlined in the Sector Specific Plan.

We already have seen many positive outcomes by expanding our partnerships with other government entities. We know that there also is a broad range of experience beyond FPS that can be utilized by various security partners. Government facilities have been on the cutting edge of security since Pharaohs had guards, so we now that there is a wealth of experience to draw on from our partners. This has enabled us to provide linkages among various efforts that would not have interacted otherwise and expand the reach and effectiveness of programs that enhance protection of government facilities.

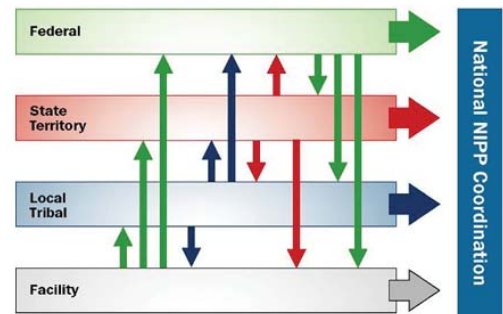# Coordination Mechanisms in the Government Facilities Sector

Overall Government Facilities Sector (GFS) coordination is conducted through the Federal Protective Service Headquarters, as the focal point for GFS Sector Specific Agency (SSA) activities and responsibilities. FPS HQ is responsible for applying program management protocols to ensure that the goals and objectives of the sector are achieved.

Coordination mechanisms are utilized within the GFS and cross-sector to support GFS activities. Interdependencies that exist between sectors are one reason why coordination mechanisms are critical to sector planning and operational efforts. Government facilities are highly interconnected, both physically and through a variety of information and communications technologies. Identifying, understanding, and analyzing interdependencies and dependencies are subject to challenges because of the diversity and complexity of government facilities or associated elements. Interdependencies vary widely, and each has its own characteristics; whether physical, cyber,

geographic, or logical in nature. High-level dependencies exist, whereby a government facility relies on another component of the infrastructure and is adversely affected if there is an interruption. For example, under normal operating conditions, a government facility requires electricity, water, information technology, and telecommunications to carry out necessary operations. If these other infrastructures are interrupted, there would be an effect to the government facility.

Implementing the Sector Partnership Model

Enhancing the protection of government facilities requires a strong partnership among all levels of government. Coordination must occur on multiple levels within the GFS and across other sectors, and it is necessary for addressing specific topics affecting the sector. Coordination is facilitated by formal structures and existing mechanisms and relationships.

National NIPP Coordination Mechanism

At the national level, the GFS is part of the NIPP Sector Partnership Model that provides a mechanism for cross-sector coordination:

- The GFS Government Coordinating Council (GCC) is chaired by the SSA, consists of government representatives, and is used to coordinate strategies, activities, policy, and communications across government entities.
- State, local, and tribal cross-sector coordination is conducted at the national level through the State, Local, and Tribal Government Coordinating Council (SLTGCC). This DHS-enabled forum facilitates coordination by Homeland Security Advisors across jurisdictions on State- and local-level CI/KR protection guidance, strategies, and programs for all sectors.
- Federal cross-sector coordination is conducted at the national level by the NIPP Federal Senior Leadership Council (FSLC). This DHS-chaired council consists of Federal Department and Agency representatives from GCCs to drive enhanced com-

The FPS Risk Assessment and Management Program will provide a comprehensive data collection, management, and analysis application to facilitate the risk assessment process. RAMP will provide FPS inspectors with enhanced capabilities to conduct risk assessments, plan countermeasures, and track implementation of countermeasures throughout their life cycle; it will also allow FPS management to perform enhanced data analysis. RAMP will also include a comprehensively redesigned risk assessment methodology; it will ensure full compliance and compatibility with the baseline criteria established in the NIPP. FPS is also working with HITRAC and the Office of Infrastructure Protection (OIP) to ensure that the new methodology can be used in conducting cross-sector risk analysis and prioritization. Once RAMP is implemented for FPS, it will be made available to all security partners in the GFS. This software will provide a single platform that can be used to assess risk for government facilities at the Federal, State, and local levels.

Coordination *(Cont. from 6)*
munications and coordination for implementation of the NIPP.

• National cross-sector coordination of government and private sector is conducted through the Critical Infrastructure Partnership Advisory Council (CIPAC). This partnership between government and private sector CI/KR owners and operators facilitates effective coordination of Federal CI/KR protective programs.

Coordination mechanisms exist for the GFS at the local, state, regional, Federal, international, and topic-specific levels. Some are formal mechanisms, while many others exist based on security partner relationships. Other coordination mechanisms serve specific topics or agency needs; these include committees, councils, boards, forums, working groups, task forces, and partnerships.

Information Sharing and Protection

Information is any communication or representation of knowledge such as facts, raw data, or opinions in any medium or form; information usually has not been processed or analyzed. Sharing information is the process of gathering and disseminating it to security partners. However, information sharing is only one part of a larger information life cycle.

The information life cycle spans the
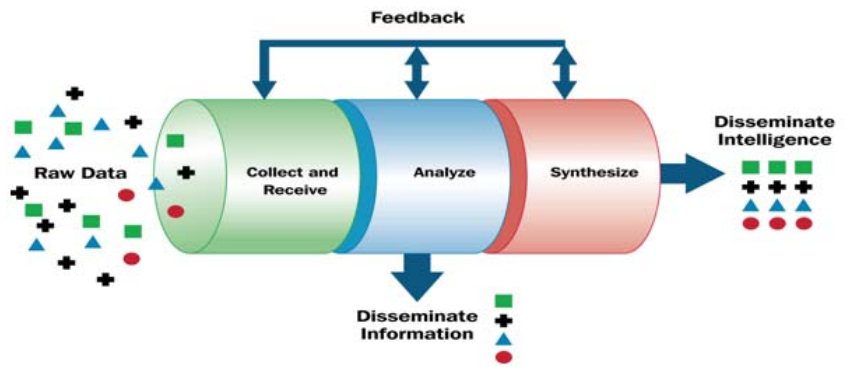
process from collection of raw data through to the production of intelligence products, with many inputs and outputs along the cycle. The entire life cycle is used to exchange information that facilitates effective decisions, actions, and investments to execute higher-level strategies. In the context of the GFS, it is especially essential to gather, analyze, and share real-time information on immediate threats to ensure that it reaches appropriate security partners as quickly as possible.

The information tool used by the sector to share information is a secure web-based portal called FPS Link. The information flow created by FPS Link is as follows:

• Information is received from other information sharing mechanisms, reviewed for sector relevance and time and security-sensitivity then pushed to security partners.
• Live Tactical Chat - Security partners and their Emergency Operations Centers (EOCs) tune in for real-time information on activities that could affect government facilities
• Secure Messaging & Alerts - An efficient method to get time-sensitive information out to the security partners
• Open sources are mined, information gathered, and assimilated into sector-relevant products

In advance of the 2004 Democratic National Convention in Boston, MA, the Federal Protective Service acquired and installed a system of surveillance cameras called LiveWave. This system provided a networked capability to access cameras located at various points around Boston that are used to monitor Federal facilities. While working to implement this system, FPS discovered that Boston Police also were working to implement the same system. Thus, the two entities worked together with other surrounding jurisdictions to implement a large-scale roll out of the LiveWave system. Utilizing UASI grant funds, Boston Police acquired, installed, and networked a number of additional cameras in partnership with FPS and other jurisdictions in the Metro Boston area. The enhanced capability garnered by the partnership of these areas allows for constant surveillance of critical infrastructure in the Boston area. Because the system is accessible via the Internet, appropriate personnel can access the system anywhere at any time and maintain appropriate situational awareness. The capability also allows live video feeds to be shared with operations centers run by DHS in Washington, DC, providing a capability for national incident awareness and response that can be centrally coordinated.

Emergency Preparedness for Education Facilities

Overview

As a subsector within the Government Facilities Sector (GFS), the Department of Education's (ED's) Office of Safe and Drug-Free Schools (OSDFS) serves as the Subsector-Specific Agency for the Education Facilities Subsector, and is referred to as Education Facilities (EF). The EF Subsector consists of all schools, K-12 public and private, institutions of higher education both public and private, proprietary schools (such as business, computer, technical, and trade schools), and prekindergarten (preK) programs. EF includes almost 54 million K-12 students housed in 124,281 schools; over 17 million post-secondary students housed in over 6,000 education facilities, in addition to almost 10 million teachers, faculty, and staff.

Schools and universities are unique in comparison to other entities requiring infrastructure protection, as preK to post-secondary schools house primarily students for the majority of the day, five days a week or more, and often include after-school and evening activities and events. While schools may have a security presence, it is unclear exactly how many schools and universities have emergency management plans as a protective measure to help mitigate effects of an incident. Yet, schools and universities, being numerous and geographically widespread, have been affected by violent acts and natural disasters of all types, from the recent shooting attack at Virginia Tech to the effects of hurricanes

in the Gulf Coast. In addition to hurricanes, schools and universities in the United States have also experienced loss and destruction from other major natural disasters such as wildfires, tornados, floods, and earthquakes. Further, schools have been affected by hazardous materials and chemical spills that have

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The Education Facilities Subsector includes almost 54 million K-12 students housed in 124,281 schools; over 17 million post-secondary students housed in over 6,000 education facilities, in addition to almost 10 million teachers, faculty, and staff.

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forced students and staff to evacuate the school building. The threat of infectious disease outbreaks, such as pandemic influenza and meningitis, also has an impact on education facilities. Therefore, as education facilities warrant consideration in relation to critical infrastructure protection, EF works with a host of partners at the Federal, State, local, and tribal level to enhance school and university preparedness.

Partnerships

As a subsector of the GFS, EF coordinates closely with its overarching sector including participation on the GFS Government Coordinating Council and Federal Working Groups. In addition, over the past several years, OSDFS has been working with the DHS on school-related security issues. Even prior to that time, however, OSDFS was involved in various joint efforts with

Federal agencies to promote school preparedness and school protection. Further, OSDFS has well-established relationships with associations and organizations, security chiefs, and other partners at all levels of government. OSDFS' established relationships have fostered cooperation and mutual understanding of

key principles for school emergency management. For example, OSDFS published a primer for schools in developing and refining emergency management plans entitled *Practical Information on Crisis Planning: A Guide for Schools and Communities.* This document was developed in collaboration with numerous school security specialists and associations, Federal partners, and health and mental health care professionals, and it provides key principles for effective emergency management for schools. Such collaborative efforts have produced a variety of tools for the education community to assist in all aspects of emergency management.

> **Discretionary Grant Program Totals 2003-2006**
>
> ➤ Grantees: 413
> ➤ States/Territories: 131
> ➤ Total Awarded: $131,674,223

Education Facilities *(Cont. from 8)*

Programs, Resources, and Tools to Assist in Emergency Management

For EF, CI/KR protection refers to comprehensive all-hazards emergency management plans that are based on the key principles of emergency management (prevention-mitigation, preparedness, response, and recovery). Comprehensive plans are practiced and updated regularly, coordinated with appropriate State and local partners, developed in close collaboration with first responders and the community, include written plans for an infectious disease outbreak, and incorporate measures to address special needs students and staff. EF works to help education facilities improve and strengthen comprehensive all-hazard emergency management plans. ED has various programs, resources, and tools available to support schools and universities in developing effective, all-hazards emergency management plans.

ED's emergency management-related programs and materials for the education subsector include discretionary grants to help K-12 school districts with their emergency management plans; emergency response and crisis planning training for grantees and non-grantees; a grant program to help Local Education Agencies (LEAs) recover from a violent or traumatic incident; and all-hazards radios for all public schools K-12.

The primary ED program for enhancing preparedness and protection for school districts from all hazards is the Readiness and Emergency Management for Schools

(REMS) discretionary grant program. The discretionary grant program began in October 2003 to help school districts improve and strengthen comprehensive plans for any emergency or crisis, including but not limited to natural disasters, violent incidents, and terrorist acts. Grantees are required to address all four phases of emergency management: prevention-mitigation, preparedness, response, and recovery and now are also required to plan for infectious disease outbreaks such as an influenza pandemic.

In addition, ED, often through its Emergency Response and Crisis Management (ERCM) Technical Assistance (TA) Center, (www.ercm.org), provides a variety of training for both grantees and non-grantees on key issues related to emergency management for schools, and fields inquiries and provides information to any requestor regardless of education level represented. The TA Center also disseminates information to the education community through various publications. The *ERCM Express* is a newsletter that provides timely and relevant information regarding various topics related to school emergency preparedness efforts. Recent editions discussed the National Oceanic and Atmospheric Administration's (NOAA) All-Hazards Weather Radios, infectious disease, and the National Incident Management System (NIMS) for managing domestic incidents and its suitability for schools designing

Photo by Greg Henshall / FEMA

Greensburg, KS May 16, 2007 - Heavily damaged Greensburg High School will have to be torn down. An F5 tornado struck the town on May 4.

an emergency management plan. In addition, "Helpful Hints" documents provide a quick overview of school emergency preparedness topics that are frequently the subject of inquiries. The Center also produces "Lessons Learned from School Crises and Emergencies." These documents highlight a specific school-related incident and describe the lessons learned as a result of the incident.

While the REMS grants focus on all four stages of emergency management, another ED program called Project School Emergency Response to Violence (SERV) is focused on recovery efforts following a violent or traumatic event in which the learning environment has been disrupted.

Also, ED has partnered over the past several years with the NOAA and DHS to provide NOAA all-hazards radios to all public schools, K-12, free of charge. The DHS's goal was to produce an effective and inexpensive tool for communicating both weather-related and non-weather-related alerts to local communities - including schools

Government Facilities *(Cont. from 3)* requiring a variety of well-coordinated protective measures to ensure the safety and security of citizens and the continued availability of essential government functions.

Next Steps

The GFS SSP provides the framework for understanding and assessing the Government Facilities Sector and delineates the steps that need to be taken over the next year to better secure our nation's facilities. The next steps will require considerable coordination between all sector security partners to assess our level of preparedness, and implement actions to strengthen existing systems. The SSP provides actions aimed at enhancing protection of government facilities, including:

➤ Identify and obtain appropriate data for government facilities and associated elements;

➤ Develop and issue guidance for assessing risk to government facilities and associated elements;

➤ Develop measures to assess protective program performance;

➤ Develop and distribute all-hazard government facility occupant emergency planning guidance; and

➤ Expand information sharing about intentional threats and unintentional hazards to promote awareness and increase understanding of risk to government facilities and associated elements.

Based on these next steps, the GFS will focus on the planning and implementation of specific activities such as:

➤ Development of a risk assessment and management tool with modules to accommodate varying security partner needs;

➤ Coordination with Continuity

of Operations efforts under HSPD-20 to ensure that essential government functions are protected as a key portion of the nation's critical infrastructure;

➤ Providing tools and expertise to Sector security partners to support efforts to enhance protection; and

➤ Continue to reach out to and engage State, Local, Tribal, and Territorial partners. ❖

For more information on the sector, inquiries and comments can be sent to: NIPP_GFS@dhs.gov

Government Facilities Sector Point of Contact:

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Education Facilities *(Cont. from 9)* - that rely on the information provided by the NOAA weather radio network to better respond to a crisis or emergency.

In addition to the grant programs, grantee and non-grantee training coordinated with the ERCM TA Center, and the NOAA radio effort, ED has developed or participated in the development of several tools and projects that support emergency management planning for schools. These tools and publications are designed to assist all schools, preK through post-secondary, in their preparedness efforts. ED makes

these tools and materials available to anyone interested in enhancing their preparedness efforts via ED's emergency plan Web site, www. ed.gov/emergencyplan. Examples of these tools are as follows:

➤ Practical Information on Crisis Planning: A Guide for Schools and Communities

➤ Threat Assessment

➤ Pandemic Preparedness Information

➤ Hurricane Help for Schools

➤ Campus Public Safety: Weapons of Mass Destruction Terrorism Protective Measures

➤ Bomb Threat Assessment Guide

Much work has been done within ED to develop and provide tools and information to help the school community strengthen and refine effective emergency management plans. These efforts and collaborations continue in the interest of CI/KR protection for education facilities. ❖

K-12 Students and Schools: K-12 public and private, Bureau of Indian Affairs, DoD, DoS. Post-Secondary Students and Schools: Public and private 2-and 4-year degree-granting institutions. Teachers, Faculty, and Staff: K-12 public and private, DoD, DoS, and public and private 2-and 4-year degree-granting institutions. Source: http://www.nces.ed.gov.

Coordination *(Cont. from 7)*
that are then sent out.
- Virtual Roll Call
  - o Incorporates OPEN SOURCE news reporting on relevant look outs, crime trends, and otherwise notorious crimes throughout the country
  - o Provide a common operational picture across the U.S.
- Daily News Summary - Compiles articles related to officer safety and law enforcement over the previous 24 hours

The current membership of the FPS portal spans the various groups of security partners within the Government Facilities Sector. Inclusion of security partners at all levels allows the sector to receive a more comprehensive and robust security picture.

Users of the link include:

- Emergency Operations or Watch Centers for Federal Departments and Agencies who occupy GSA-owned or -leased property nationwide;
- State and local government fusion centers and law enforcement operations geographically dispersed nationwide; and
- The Intelligence Community. ❖

Notable Accomplishments in the Government Facilities Sector

★ Created an understanding of Government Facilities as a Sector with common issues, concerns, and risks
★ Established Government Coordinating Council (GCC) consisting of Federal and State representation with more than 70 active participants
★ Completed and issued Sector-Specific Plan to provide a foundation for infrastructure protection activities throughout the Government Facilities Sector
★ Connected disparate operations of security partners that contribute to reducing risk
★ Issued guidance and fact sheets for Sector security partners to assist their efforts
★ Sharing information on best practices and resources for Sector security partners
★ Coordinating with the Department of Education to address infrastructure protection issues for the Education Facilities Subsector

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Schenkel *(Cont. from 5)*

Q: What achievements should FPS be proudest of?

FPS has endured a series of challenges since its transition from GSA to the Department of Homeland Security. While there are many remaining, I have been truly impressed with the dedication and commitment that FPS personnel have demonstrated to ensure the security of Federal facilities and the people there in.

In refining its operations to achieve a high performing and operationally aligned workforce, FPS is in the midst of creating/enhancing systems to support its efforts. Examples of this include a standards based risk methodology, and an enhanced and secure communications web portal. Since its assignment as SSA of the GFS, FPS has worked to build tools and implement activities that use NIPP standards of risk assessment methodology. Paired with our diligence and workforce expertise, I am confident that all these components as part of FPS' new vision will achieve its goal to provide and ensure secure facilities and safe occupants. ❖