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COMMON SENSE FORCE PROTECTION APPROACH

TO WATER SECURITY

COL RON TORGERSON, USAF (RET.), PE, FELLOW, SAME

WAR: "A SERIOUS MEANS TO A SERIOUS END," CLAUSEWITZ

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OVERVIEW

- **THREAT**
- **WHAT IS FORCE PROTECTION/SECURITY ASSURANCE**
- **RESPONSIBILITIES**
- **THREAT ASSESSMENT**
- **WHAT IS A VULNERABILITY ASSESSMENT**
- **FORCE PROTECTION STRATEGIES**
- **WHAT'S IMPORTANT & MITIGATION**
- **RISK MANAGEMENT & REDUCTION**
- **SUMMARY**

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THREAT IS REAL
WANTED
UP TO \$25M REWARD

*“To defeat your enemy, you first
Must know him,” Sun Tzu*



*“...we will kill 4 million Americans,
including 1 million children...”
Osama bin Laden*



Diplomatic Security Service

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THREAT

- **VERY REAL: TIC'S/TIM'S A GOOD CHOICE/BIOLOGICAL**
- **ROME AND THE MOROCCAN TERRORISTS: 20 FEB 02**
 - TARGETING AMEMBASSY ROME VIA UTILITY TUNNELS
 - WITH CYANIDE, 2 SQUARE MILE AREA AROUND AMEMBASSY
- **TRANSIENT IN CHICAGO: CYANIDE, CHICAGO & MILWAUKEE: 12 MAR 02; MEXICAN THEFT**
- **CAVES OF AFGHANISTAN: TARGET US WTP'S**
- **NEXT ATTACK, WHEN??? CYANIDE OR OTHER**
- **CHAIRMAN, JOINT CHIEFS OF STAFF:**
 - NATIONS & GROUPS WISHING US ILL→
 - ONLY CHANCE TO IMPOSE WILL ON US IS THROUGH SOMETHING OTHER THAN CONVENTIONAL MEANS
 - TERRORISM HIGH ON MENU OF OPTIONS
 - EFFECTIVE TOOL
- **UNPREDICTABLE AND WILL CHANGE OVER TIME**
- **PRESIDENT BUSH: "...IN SECOND STAGE OF WAR..."**

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THREAT—KNOW YOUR ENEMY

- **GOAL: DESTROY SECULAR WESTERN CULTURE**
- **REPLACE SECULAR GOVTS WITH ISLAMIC GOVT**
 - SALAFIS—PERFECT MUSLIM FORM OF LIFE 1300 YEARS AGO
 - SADDAM HUSSEIN ALSO SECULAR: MONGOL AGGRESSORS/BAGHDAD
 - PRESIDENT ASSAD’S OFFICE: CRUSADERS/MOORS
- **bin LADEN: AMERICANS ARE CRUSADERS**
 - KILLING AMERICANS IS DUTY OF EVERY MUSLIM
 - BLAMES AMERICA AND ISRAEL FOR ALL ILLS IN MIDDLE EAST
 - WTC I&II ARE JUST THE START
 - MARTYRS: SINS ARE ERASED AND GO TO HEAVEN; FAMILY PENSION
- **1919 BELFOUR DOCUMENT: DIVIDED OTTOMAN**
- **MANCHESTER DOCUMENT: www.usdoj.gov**
 - BLUEPRINT AND MANUAL FOR al QAEDA: A MUST READ!!!

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THREAT—MANCHESTER DOCUMENT

• OVERTHROW GODLESS REGIMES: ISLAMIC REGIME

- **INTELLIGENCE GATHERING**
- **KIDNAPPING ENEMY PERSONNEL, DOCUMENTS, & ARMS**
- **ASSASSINATING ENEMY PERSONNEL AS WELL AS TOURISTS**
- **FREEING CAPTURED BROTHERS**
- **SPREADING RUMORS TO INSTIGATE PEOPLE**
- **BLAST AND DESTROY EMBASSIES AND VITAL ECONOMIC CENTERS**
- **BLAST PLACES OF AMUSEMENT, IMMORALITY & SIN—NOT VITAL TARGET**
- **BLASTING AND DESTROYING BRIDGES LEADING IN AND OUT OF CITIES**

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WHAT IS FORCE PROTECTION?

- **SECURITY ASSURANCE PROGRAM: TERMED “SECURITY” BY WATER AUTHORITIES**
- **SECURITY ISN’T LAW ENFORCEMENT**
- **PROTECT ASSETS: PERSONNEL, CITIZENRY, & EQUIPMENT**
- **ALL LOCATIONS & SITUATIONS**
- **PLANNED, INTEGRATED APPLICATIONS FOR COMBATING TERRORISM**
- **INCLUDES**
 - **PHYSICAL & OPERATIONAL SECURITY**
 - **PERSONAL PROTECTIVE SERVICES**
 - **SUPPORTED BY INTELLIGENCE, COUNTERINTELLIGENCE & OTHER SECURITY PROGRAMS**
- **GOAL: MINIMIZE LOSS OF LIFE AND OTHER CRITICAL ASSETS**
- **NUMBER ONE PRIORITY IS KEEPING ASSETS SAFE**
- **REGARDLESS OF MEASURES IMPLEMENTED, RISK PRESENT**

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RESPONSIBILITIES

- **FORCE PROTECTION IS SENIOR LEADERSHIP'S RESPONSIBILITY**
 - PLANNING
 - PROGRAMMING
 - EXECUTION
- **RESULTANT ACTIONS TAKEN CONSISTENT WITH SENIOR LEADERSHIP'S DECISIONS**
- **FORCE PROTECTION MUST BE ESSENTIAL PART OF PLANNING AND DESIGN PROCESS**
- **ESSENTIAL IN OPERATIONS, MAINTENANCE AND TRAINING**



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THREAT ASSESSMENT (TA)

- **ONE OF FIRST STEPS IN AT/FP PROGRAM**
- **ONCE UNDERSTAND THREAT**
 - **ASSESS FACILITIES ABILITY TO SURVIVE ATTACK**
- **TA DEFINES PARAMETERS UPON WHICH PROTECTIVE SYSTEMS ARE BASED**
- **INTELLIGENCE GATHERING: FBI AND STATE BUREAUS OF INVESTIGATION**
 - **DIFFERENT MINDSET THAN LAW ENFORCEMENT**
- **THREAT IDENTIFICATION**
 - **AGGRESSORS**
 - **TOOLS, WEAPONS, AND EXPLOSIVES**
 - **TACTICS**
- **THREAT DEFINITION: EXISTENCE, CAPABILITY, HISTORY, INTENTIONS, TARGETING, & SECURITY ENVIRONMENT**



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THREAT ASSESSMENT (TA)

- **THREAT LEVELS: HOMELAND SECURITY**
- **GREEN=LOW**
 - CHECK FACILITIES FOR VULNERABILITY TO TERRORIST ATTACK; TRAIN PERSONNEL
- **BLUE=GUARDED**
 - REVIEW EMERGENCY RESPONSE PROCEDURES; GIVE PUBLIC INFORMATION
- **YELLOW=ELEVATED**
 - INCREASE SURVEILLANCE OF CRITICAL LOCATIONS; IMPLEMENT CONTINGENCY AND EMERGENCY PLANS
- **ORANGE=HIGH**
 - COORDINATE SECURITY WITH ARMED FORCES; RESTRICT ACCESS TO THREATENED SITES; TAKE ADDITIONAL PRECAUTIONS AT PUBLIC EVENTS
- **RED=SEVERE**
 - CLOSE PUBLIC AND GOVERNMENT FACILITIES; MONITOR OR CLOSE AIRPORTS, INCREASE OR REDIRECT EMERGENCY PERSONNEL

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THREAT ASSESSMENT (TA): FPCON

- **TERRORIST FORCE PROTECTION CONDITIONS: DOD**
 - **NORMAL: GENERAL THREAT; ROUTINE SECURITY POSTURE**
 - **ALPHA: GENERAL THREAT OF POSSIBLE TERRORIST ACTIVITY AGAINST PERSONNEL & FACILITIES**
 - **BRAVO: INCREASED, MORE PREDICTABLE THREAT OF TERRORIST ACTIVITY--NO TARGET PARTICULAR IDENTIFIED**
 - **CHARLIE: INCIDENT OCCURRED OR INTELLIGENCE RECEIVED INDICATING SOME FORM OF TERRORIST ACTION IMMINENT**
 - **DELTA: APPLIES IN IMMEDIATE AREA WHERE ATTACK OCCURRED OR INTELLIGENCE INDICATES ATTACK LIKELY**



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VULNERABILITY ASSESSMENT

- **ADDRESSES SUSCEPTIBILITY TO ATTACK AND RANGE OF PHYSICAL THREATS**
- **DRIVES ANTITERRORISM [DEFENSIVE] MEASURES**
- **KHOBAR TOWERS, USS COLE DROVE & 9-11**
- **ASSISTS SENIOR LEADERSHIP**
- **HELPS OBTAIN SECURITY GRANTS**
- **PROTECTS THE FORCE: PEOPLE & PRIORITY RESOURCES**
- **EMERGENCY RESPONSE PLANS--RESPONSE**
- **PRACTICE, PRACTICE, PRACTICE**
- **LAW ENFORCEMENT PREPLANNING AND EXECUTION**
- **CAN BE DONE BY EXPERIENCED CONTRACTORS, DOD, OR TRAINED IN-HOUSE STAFF**
- **SANDIA NL RAM-WSM LICENSED TRAINERS**



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SANDIA RAM-WSM VULNERABILITY ASSESSMENT



- **METHODOLOGY FOR VA**
- **WILL NOT PROVIDE THREAT DEFINITION—PROVIDES DESIGN BASIS THREAT**
- **LOGICAL APPROACH TO ASSESSING WATER TREATMENT PLANTS**
- **17 ORGANIZATIONS TRAINED**
- **BROWN AND CALDWELL/VERSAR TEAM HOLDS A LICENSE FOR THE TRAINING**

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FORCE PROTECTION STRATEGIES

- **ANTITERRORISM CONSTRUCTION STANDARDS**
 - MODIFICATIONS AT MAJOR RENOVATION
 - STANDOFF DISTANCES, GLASS, CMU'S, LANDSCAPING
- **PLANNING OR PROGRAMMING ACTIONS**
 - CONSTRUCTION PROJECTS
- **CHANGE: LAND USE, TRAFFIC FLOW, ENTRY CONTROL, & FACILITY IMPROVEMENTS???**
- **SCENARIOS UNDERGO SUITABILITY ANALYSIS**
- **LIMITING CONDITIONS: \$, PHYSICAL & POLITICAL FACTORS**
- **THEN PICK PREFERRED FP MEASURES**



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WHAT'S IMPORTANT

- **CRITICAL FACILITIES**
- **GLASS, <15% GLAZED, LAMINATED, FRF**
- **FACILITY (INGRESS/EGRESS) & PARKING STANDOFF**
- **GATES; LOCKS; NON DESCRIPT SIGNAGE**
- **PERIMETER: POROUS OR NOT**
- **DELIVERIES: COURIERS, CHEMICALS, MAIL**
- **CHEMICAL STORAGE; DISTRIBUTION FACILITIES; LABS**
- **POLICIES AND PROCEDURES: PPS AND OS**
- **HARDENING WTP & DISTRIBUTION SYSTEM**
- **COMMUNICATIONS & IS DECENTRALIZATION**
- **STANDOFF=YOUR BEST FRIEND**
- **STORAGE TANKS, VENTS, FENCING**
- **BACKGROUND INVESTIGATIONS**



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MITIGATION

- **GLASS: SINGLE PANED, ANNEALED**
 - HOW MUCH?
 - FRF?
 - LAMINATED?
- **BARRIERS**
 - JERSEY, f(FPCON)
 - LANDSCAPING
 - TRAFFIC FLOW
- **STANDOFF: CUMULATIVE EFFECTS**
- **PERIMETER: SECURE OR POROUS? ENTRY CONTROL?**
- **KNOW WHO COMES AND GOES**
- **BEST MANAGEMENT PRACTICES**
 - DISGRUNTLED EMPLOYEES???
- **GOAL: INHIBIT VISITORS AND PROHIBIT VEHICLES**



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WHY ME?

- **HR 3448 & SR 1765 COMPROMISE WORKED OUT—FUNDING TO FLOW**
- **PROVIDES GRANTS FOR CITIES DOWN TO 3.3K IN POPULATION**
- **6 MONTHS TO COMPLETE VA AFTER GRANT RECEIVED OR THE END OF 2003**

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RISK MANAGEMENT & MITIGATION

- **LIMITED RESOURCES: RISK MANAGEMENT**
- **WHAT'S IMPORTANT TO SENIOR LEADERSHIP?**
- **PRIORITIZE & COORDINATE WITH STAKEHOLDERS**
- **CAN ONLY COVER ALL THREATS IF HAVE UNLIMITED RESOURCES**
- **HAVE TO ACCEPT SOME LEVEL OF PREDETERMINED RISK**

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SUMMARY

- **US IS VULNERABLE TO TERRORIST ATTACK**
- **AMERICANS HAVE SHORT MEMORIES**
- **SECOND ATTACK WHEN IT COMES WILL HEIGHTEN INTEREST IN AT/FP**
- **INCUMBENT ON ALL OF US TO EXERCISE FP**
- **APPROACH THREAT LOGICALLY THROUGH THE DESCRIBED PROCESS**
- **MANAGE RISK**

*“...NO GOVERNMENTAL RESPONSIBILITY IS MORE FUNDAMENTAL THAN
PROTECTING THE PHYSICAL SAFETY OF OUR NATION AND OUR CITIZENS”
PRESIDENT G.W. BUSH, 8 MAY 01*

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An
Eagle
should
dress
for the
occasion

Now
I'm
finally
Ready!

My
War
Paint
seems
to be
just
right!



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