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
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
UNCLASSIFIED

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

FEDERAL SOLUTIONS
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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…”
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!!!
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
Abu Sayyaf
Algerian Islamic Frt
Al-Muhajirum
Gamat Islamiyah
HAMAS
Hizballah
Hybrid Fundamentalists
Islamic group conventions
Islamic Jihad
Islamic Liberation Party
Muslim Brotherhood
National Islamic Front

Areas associated with WTC/Pentagon Attackers
New Fundamentalist Group
Usama bin Ladin
The American Islamic Group
Locations Associated with Islamic Militant Groups
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
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
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
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
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
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-W™ LICENSED TRAINERS
SANDIA RAM-W℠ 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
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
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
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
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
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
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
An Eagle should dress for the occasion

Now I'm finally Ready!

My War Paint seems to be just right!