

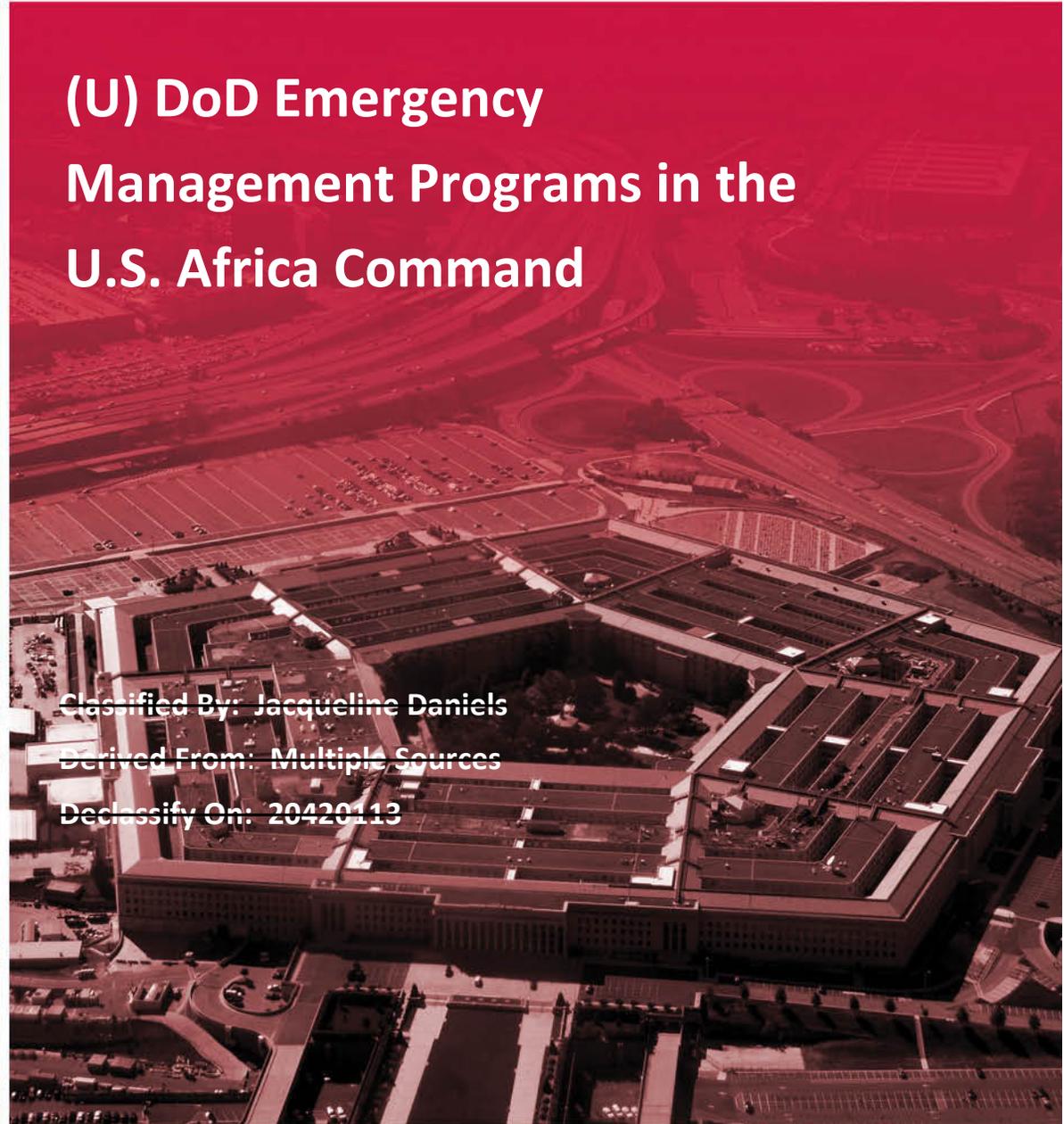
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INSPECTOR GENERAL

Department of Defense

MARCH 28, 2018



(U) DoD Emergency Management Programs in the U.S. Africa Command

Classified By: Jacqueline Daniels
Derived From: Multiple Sources
Declassify On: 20420113

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(U) Results in Brief

(U) DoD Emergency Management Programs in the U.S. Africa Command

(U) March 28, 2018

(U) Objective

(U) We determined whether DoD Components implemented the DoD Emergency Management (EM) Program in accordance with Federal and DoD policy for installations within the U.S. Africa Command (USAFRICOM) area of responsibility.

(U) Background

(U) DoD Instruction 6055.17 defines EM as an ongoing process to prevent, mitigate, prepare for, respond to, maintain continuity during, and recover from an incident that threatens life, property, operations, or the environment. EM focuses on emergencies affecting installation personnel and facilities, and the ability of the installation to act as a force projection platform. According to the Instruction, the DoD should maintain readiness and sustain mission assurance by establishing a comprehensive, all-hazards EM program at DoD installations worldwide. The DoD has U.S. personnel, operations, or equipment at [REDACTED] locations within the USAFRICOM area of responsibility.

(U) Findings

(S) DoD Components did not fully implement the DoD EM Program in the USAFRICOM area of responsibility. Specifically, we determined that USAFRICOM, the Military Departments, and Combined Joint Task Force-Horn of Africa EM officials did not develop EM programs for [REDACTED] locations in the USAFRICOM area of responsibility. According to USAFRICOM, Military Departments, and Combined Joint Task Force-Horn of Africa EM officials, only [REDACTED] locations in the USAFRICOM area of responsibility had EM programs. In addition, the Department of the Navy and Air Force EM officials did not implement all DoD EM Program requirements outlined in DoD Instruction 6055.17 for the two locations with programs that we

(U) Findings (cont'd)

(S) visited [REDACTED]. For example, the Installation Commander, [REDACTED] did not ensure that [REDACTED] had the resources and equipment necessary to meet [REDACTED] requirements, and the Installation Commander, [REDACTED] did not complete a capability risk assessment.

(U) The DoD EM Program was not fully implemented in the USAFRICOM area of responsibility because:

- (U) the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]) did not provide guidance on how DoD Components should determine the level of DoD EM Program necessary for each installation, including installations with a small footprint like those found in the USAFRICOM area of responsibility; and
- (U) USAFRICOM did not oversee the DoD EM Program for its area of responsibility.

(U) Without an EM program, DoD installations in the USAFRICOM area of responsibility do not have a formal and coordinated effort to prevent, prepare for, respond to, and recover from an attack or natural emergency, which could ultimately threaten the lives of personnel and property on DoD installations and impede the DoD's ability to successfully complete mission operations.

(U) Recommendations

(U) In addition to other recommendations, we recommend that the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health):

- (U) Update DoD Instruction 6055.17 to require DoD Components to complete risk assessments at all locations worldwide, identify locations that

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(U) Results in Brief

(U) DoD Emergency Management Programs in the U.S. Africa Command

(U) Recommendations (cont'd)

(U) require an EM program and report the results to the responsible combatant command.

- (U) Issue interim guidance that requires DoD Components to evaluate all locations worldwide to determine the need for an EM program.
- (U) Develop an assessment process to ensure that DoD Components are effectively and consistently applying and integrating the DoD EM Program.

(U) We also recommend that the Chief, J34 Protection, USAFRICOM, assign an EM program manager to ensure that the DoD EM Program is fully implemented in the USAFRICOM area of responsibility.

(U) We recommend that the Installation Commander, [REDACTED] develop procedures to ensure all risk assessments are annually reevaluated and updated, response capabilities align with the risk assessments, and the EM plan is accurate and executable.

(U) We also recommended that the Installation Emergency Manager, [REDACTED] update the EM plan to reflect the installation-specific response capabilities, and establish procedures to ensure EM-related support agreements are annually reviewed and documented.

(U) Management Comments and Our Response

(U) Assistant Secretary of Defense (Energy, Installations, and Environment), responding for the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health), partially agreed with the recommendation to update DoD Instruction 6055.17 to require DoD Components to complete risk assessments at all locations worldwide to determine whether locations require an

(U) EM program and to include instructions for determining which DoD Components are responsible for completing the risk assessments. In addition, the Assistant Secretary partially agreed with the recommendation to issue interim guidance that requires DoD Components to evaluate all locations worldwide to determine the need for an EM program. The Assistant Secretary only partially addressed the recommendations; therefore, the recommendations are unresolved and open. We request that the Assistant Secretary provide specific actions to address the recommendations after working through the EM Steering Group. In addition, we request that the Assistant Secretary provide planned dates of completion of those actions.

(U) The Assistant Secretary of Defense (Energy, Installations, and Environment), responding for the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health), disagreed with the recommendation to develop an assessment process to ensure that DoD Components are effectively and consistently applying and integrating the DoD EM Program. The Assistant Secretary did not address the recommendation; therefore, the recommendation is unresolved and open. We acknowledge the need to avoid redundancy, but according to DoD Instruction 6055.17, the Assistant Secretary of Defense (Energy, Installations, and Environment), has oversight responsibilities. According to DoD Instruction 6055.17, the Assistant Secretary of Defense (Energy, Installations, and Environment), under the authority, direction, and control of the USD(AT&L), will coordinate DoD EM Program requirements with other guidance and instructions and develop and maintain DoD policy to provide consistent and integrated EM. However, without an assessment process and oversight, there is no assurance that DoD Component heads are applying a consistent and integrated approach for implementing and assessing compliance of EM Programs effectively.



(U) Results in Brief

(U) DoD Emergency Management Programs in the U.S. Africa Command

(U) Management Comments and Our Response (cont'd)

(U) Therefore, we request that the Assistant Secretary provide additional comments detailing specific actions to address the recommendation to ensure that DoD Components are effectively and consistently applying and integrating the DoD EM Program.

(U) The Deputy Director of Operations, J3, responding for the Chief, J34 Protection, USAFRICOM, agreed with the recommendation to assign an EM program manager to ensure that the EM Program is fully implemented in the USAFRICOM area of responsibility in accordance with DoD Instruction 6055.17. Comments from the Deputy Director addressed all specifics of the recommendation; therefore, the recommendation is resolved but remains open. We will close the recommendation once we verify Headquarters USAFRICOM has taken actions to meet the requirements of DoD Instruction 6055.17.

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED] agreed with the recommendations to develop procedures

(U) to ensure all risk assessments are annually reevaluated and updated, response capabilities align with the risk assessments, and the EM plan is accurate and executable. The Vice Commander stated that it is an ongoing process to complete these assessments. Comments from the Director addressed all specifics of the recommendations; therefore, the recommendations are resolved but remain open. We will close the recommendations once we verify that the Installation Commander, [REDACTED] completed all risk assessments and the annual reevaluation process is completed, the [REDACTED] low-threat assessment aligns with updated risk assessments, and the Installation Commander, [REDACTED] updated and exercised the EM plan.

(U) Please see the Recommendations Table on the next page for the status of all the recommendations and the Recommendations, Management Comments, and Our Response section of the report for all managements comments and our responses.

(U) Recommendations Table

(U) Management	(U) Recommendations Unresolved	(U) Recommendations Resolved	(U) Recommendations Closed
(U) Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health)	7.a, 7.b, 7.c		
(U) Chief, J34 Protection, U.S. Africa Command		8	
(U) Director, Shore Readiness, Chief of Naval Operations N46	9		
(U) Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters		3	
(U) Command Emergency Management Functional Manager, U.S. Air Forces Europe–Africa		4.a, 4.b	
(U) Installation Commander, [REDACTED]		1.a, 1.b	
(U) Installation Commander, [REDACTED]		5.a, 5.b, 5.c, 5.d, 5.e, 5.f, 5.g, 5.h, 5i	
(U) Installation Emergency Manager, [REDACTED]		2	
(U) Installation Emergency Manager, [REDACTED]		6.a, 6.b	

(U) Please provide Management Comments by April 28, 2018.

(U) Note: The following categories are used to describe agency management’s comments to individual recommendations.

- (U) Unresolved – Management has not agreed to implement or has not proposed actions that will address the recommendation.
- (U) Resolved – Management agreed to implement the recommendation or has proposed actions that will address the underlying finding that generated the recommendation.
- (U) Closed – OIG verified that the agreed upon corrective actions were implemented.

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INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500

March 28, 2018

(U) MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION,
TECHNOLOGY, AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS
ASSISTANT SECRETARY OF THE AIR FORCE (FINANCIAL
MANAGEMENT AND COMPTROLLER)
NAVAL INSPECTOR GENERAL
AUDITOR GENERAL, DEPARTMENT OF THE ARMY
U.S. AFRICA COMMAND INSPECTOR GENERAL

SUBJECT: (U) DoD Emergency Management Programs in the U.S. Africa
Command (Report No. DODIG-2018-092)

(U) We are providing this report for review and comment. We conducted this audit in accordance with generally accepted government auditing standards.

(U) We considered management comments on a draft of this report when preparing the final report. DoD Instruction 7650.03 requires that recommendations be resolved promptly. Comments from the Assistant Secretary of Defense (Energy, Installations, and Environment) partially addressed Recommendations 7.a and 7.b, and did not address the specifics of Recommendation 7.c. We request additional comments on Recommendations 7.a, 7.b, and 7.c. As a result of management comments, we revised and renumbered Recommendation 1.a to Recommendation 9, and redirected the recommendation to the Director, Shore Readiness, Chief of Naval Operations, N46. Therefore, we request that the Director, Shore Readiness, Chief of Naval Operations, N46, comment on Recommendation 9 by April 28, 2018. Comments provided to the final report must be marked and portion-marked, as appropriate, in accordance with DoD Manual 5200.01.

(U) Please send a PDF file containing your comments to audrco@dodig.mil. Copies of your comments must have the actual signature of the authorizing official for your organization. We cannot accept the /Signed/ symbol in place of the actual signature. If you arrange to send classified comments electronically, you must send them over the SECRET Internet Protocol Router Network (SIPRNET).

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(U) We appreciate the courtesies extended to the staff. Please direct questions to me at (703) 699-7331 (DSN 499-7331).

A handwritten signature in dark ink, reading "Carol N. Gorman". The signature is written in a cursive style with a prominent initial "C".

Carol N. Gorman
Assistant Inspector General
Cyberspace Operations

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(U) Introduction

(U) Objective

(U) We determined whether DoD Components implemented the DoD Emergency Management (EM) Program in accordance with Federal and DoD policy for installations within the U.S. Africa Command (USAFRICOM) area of responsibility.¹

(U) The announced objective stated USAFRICOM and the Military Departments; however, during the audit we identified additional DoD Components with EM responsibilities within the USAFRICOM area of responsibility. Specifically, when we use DoD Components in this report, we are referring to USAFRICOM, the Military Departments, and the Combined Joint Task Force–Horn of Africa (CJTF-HOA). We did not identify any Federal policy relating to the implementation of the DoD EM Program.

(U) Background

(U) USAFRICOM is one of the six DoD geographic combatant commands and is responsible for all DoD operations, exercises, and security cooperation on the African continent. USAFRICOM’s mission statement states, “United States Africa Command, in concert with interagency and international partners, builds defense capabilities, responds to crisis, and deters and defeats transnational threats in order to advance U.S. national interests and promote regional security, stability, and prosperity.” The USAFRICOM area of responsibility encompasses 53 countries across the African continent.² The DoD has U.S. personnel, operations, or equipment at ■■■ locations in 21 of the 53 countries. See Appendix B for location details.

(U) USAFRICOM assigned a lead DoD Component, for ■■■ out of the ■■■ locations, to ensure appropriate location management and base operations support and to coordinate EM requirements. According to USAFRICOM officials, USAFRICOM did not assign a lead DoD Component for the other ■■■ locations because the locations were considered temporary, contained few U.S. personnel, or were not under DoD operational control.

¹ (U) DoD Instruction 6055.17 defines DoD Component as Office of the Secretary of Defense, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the DoD Office of Inspector General, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD.

² (U) USAFRICOM area of responsibility does not include Egypt, which is included in U.S. Central Command area of responsibility.

(U) EM Program Criteria

(U) When we announced this audit on December 22, 2016, guidance for the DoD EM Program was contained in DoD Instruction 6055.17, “DoD Installation Emergency Management (IEM) Program,” November 19, 2010. However, on February 13, 2017, the Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]) issued an updated DoD Instruction 6055.17. We performed our audit using the updated DoD Instruction 6055.17, “DoD Emergency Management (EM) Program,” February 13, 2017.³

(U) DoD Instruction 6055.17 defines EM as an ongoing process to prevent, mitigate, prepare for, respond to, maintain continuity during, and recover from an incident that threatens life, property, operations, or the environment.⁴ The Instruction requires DoD officials to establish an EM program that focuses on emergencies affecting installation personnel and facilities and on the ability of the installation to act as a force projection platform.⁵ According to the Instruction, the DoD should maintain readiness and sustain mission assurance by establishing a comprehensive, all-hazards EM program at DoD installations worldwide.⁶

(U) According to DoD Instruction 6055.17 an EM program consists of the following:

- (U) **Preparedness** – includes planning, public information and warning, and operational coordination. Planning includes training, organizing and equipping, developing an effective EM exercise program, evaluating and improving EM program performance. Public information and warning ensures accurate, reliable, and actionable information on threats and hazards are available to DoD personnel and the public. Operational coordination includes information sharing, resource management, communications, incident management, and capabilities that may provide early warning of a potential hazard or threat.
- (U) **Prevention and Protection** – includes the efforts to protect against, prevent, avoid, or stop threatened or imminent acts of terrorism, natural disasters, or other threats or hazards. The types of detection technologies

³ (U) Hereafter, when we use DoD Instruction 6055.17, we are referring to the updated version issued on February 13, 2017. In addition, we also noted in the report when a deficiency was related to a new requirement that was not in the prior version of DoD Instruction 6055.17.

⁴ (U) DoD Instruction 6055.17 defines mitigation as activities to reduce injuries and loss of life and property from natural and manmade disasters by avoiding or lessening the impact of a disaster.

⁵ (U) Force projection is the ability to project the military instrument of national power from the United States or another theater, in response to requirements for military operations.

⁶ (U) All hazards means a threat or incident, natural or manmade that warrants action to protect life, property, the environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

(U) deployed at installations may vary; however, at a minimum, installations have access to sources for monitoring health threats, intelligence sharing, and dissemination.

- (U) **Mitigation** – reduces the impact of disasters by supporting protection and prevention activities, easing response requirements, and speeding recovery to create better prepared and more resilient communities. Risk management identifies and assesses risk, and enables decision making that balances risk, cost, and mission requirements. Risk management has two core activities—risk assessment and risk reduction.
- (U) **Response** – all-hazards incident response measures support the incident command at the site and the overall protection of the installation’s mission, personnel, and infrastructure after an incident.
- (U) **Recovery** – activities often extend long after the incident. Short-term recovery actions seek to restore lifeline systems and meet the needs of individuals and the community.⁷ Once some level of stability is achieved, the installation can begin restoring operations, rebuilding destroyed property, and reconstituting Government operations and services.
- (U) **EM Plan** – must be comprehensive, aligned with the five mission areas of prevention, protection, mitigation, response, and recovery, and integrated at each installation. The EM plan must be flexible enough for all emergencies, including unforeseeable events, yet detailed enough to provide an initial course of action for installation commanders. The plan must include risk management, training, exercises, shelter-in-place planning and procedures, and planning for restoration of services and infrastructure.

(U) Roles and Responsibilities

(U) DoD Instruction 6055.17 establishes the following roles and responsibilities for implementing the DoD EM Program.

- (U) The Assistant Secretary of Defense for Energy, Installations, and Environment, under the authority, direction, and control of the USD(AT&L), is responsible for developing, maintaining, and ensuring DoD Components comply with EM policies to provide consistent and integrated EM; and establishing the EM Steering Group, which provides technical advice to the USD(AT&L) on EM matters.

⁷ (U) Lifeline systems include communications, transportation, water, and sewer.

- (U) Combatant commanders are responsible for developing policies, plans, and guidelines with DoD EM Program requirements to enhance readiness and disaster preparedness within their command's area of responsibility; sharing results of risk management activities with installations and DoD Components within their command's area of responsibility; overseeing the execution of EM requirements in host nations in accordance with host nation agreements, applicable guidance and host nation standards; and integrating EM benchmarks into their program analysis assessments.
- (U) DoD Components, including the Military Departments, are responsible for planning and programming for EM requirements; providing management support, resources, and staff to implement and assess compliance of EM programs effectively at all organizational levels; overseeing policy and procedures and providing resources for the total life-cycle management of EM equipment and facilities; designating, training, and resourcing an EM program manager to support EM programs; and establishing a Component-level or headquarters-level EM Working Group.
- (U) Installation commanders are responsible for appointing an installation emergency manager in writing; establishing an installation EM Working Group; conducting an EM exercise program; developing or providing input to support agreements; implementing a credentialing process; and ensuring preparedness, incident response, and recovery are in place at their installations.
- (U) Installation emergency managers are responsible for developing and maintaining the EM plan.

(U) Review of Internal Controls

(U) DoD Instruction 5010.40 requires DoD organizations to implement a comprehensive system of internal controls that provides reasonable assurance that programs are operating as intended and to evaluate the effectiveness of the controls.⁸ We identified internal control weaknesses related to the DoD EM Program implementation within the USAFRICOM area of responsibility. Specifically, DoD Components did not fully implement the DoD EM Program in the USAFRICOM area of responsibility. We will provide a copy of the report to the senior official responsible for internal controls in the Office of the USD(AT&L), USAFRICOM, the Departments of the Army, Navy, and Air Force, and CJTF-HOA.

⁸ (U) DoD Instruction 5010.40, "Managers' Internal Control Program Procedures," May 30, 2013.

(U) Finding

(U) DoD Components Did Not Fully Implement the DoD EM Program

(S) DoD Components did not fully implement the DoD EM Program in the USAFRICOM area of responsibility. Specifically, USAFRICOM, the Military Departments, and CJTF-HOA EM officials did not develop EM programs for [REDACTED] locations in the USAFRICOM area of responsibility. According to USAFRICOM, the Military Departments, and CTJF-HOA EM officials, only [REDACTED] locations in the USAFRICOM area of responsibility had EM programs. In addition, Navy and Air Force EM officials did not implement all DoD EM Program requirements outlined in DoD Instruction 6055.17 for the two locations with programs that we visited, [REDACTED] and [REDACTED]. For example, the Installation Commander, [REDACTED], did not ensure [REDACTED] had the resources and equipment necessary to meet requirements and the Installation Commander, [REDACTED] did not complete a capability risk assessment.

(U) The DoD EM Program was not fully implemented in the USAFRICOM area of responsibility because:

- (U) the USD(AT&L) did not provide guidance on how the DoD Components should determine the level of DoD EM Program necessary for each installation, including installations with a small footprint like those in the USAFRICOM area of responsibility;⁹ and
- (U) USAFRICOM did not oversee the DoD EM Program for its area of responsibility.

(U) Terrorist attacks are common and on the rise in Africa, with terrorist groups, such as Al-Shabab, claiming responsibility for numerous attacks and declaring its intent to attack Western targets in the region. Without an EM program, DoD installations in the U.S. Africa Command area of responsibility do not have a formal and coordinated effort to prevent, prepare for, respond to, and recover from an attack or other manmade or natural emergency, which could ultimately threaten, the lives of personnel and property on DoD installations and impede the DoD's ability to successfully complete mission operations.

⁹ (U) Footprint is the amount of personnel, spares, resources, and capabilities physically present and occupying space at a deployed location.

(U) USAFRICOM Lacked Adequate EM Program Implementation

(S) DoD Components did not fully implement the DoD EM Program in the USAFRICOM area of responsibility. Specifically, USAFRICOM, the Military Departments, and CJTF-HOA EM officials did not develop EM programs for [REDACTED] locations in the USAFRICOM area of responsibility. In addition, Navy and Air Force EM officials did not implement all DoD EM Program requirements outlined in DoD Instruction 6055.17 for the two locations with programs that we visited, [REDACTED] and [REDACTED]. For example, the Installation Commander, [REDACTED], did not ensure [REDACTED] had the resources and equipment necessary to meet [REDACTED] requirements and the Installation Commander, [REDACTED], did not complete a capability risk assessment.

(U) EM Programs Were Not Developed for All Installations

(FOUO) USAFRICOM, the Military Departments, and CJTF-HOA EM officials did not develop EM programs for [REDACTED] locations in the USAFRICOM area of responsibility. DoD Instruction 6055.17 requires combatant commands to oversee the execution of EM requirements within their areas of responsibility. The Instruction also requires DoD Components to implement an EM program at DoD installations worldwide.

(U) DoD Instruction 6055.17 defines installations as all DoD facilities, activities, and enduring bases, worldwide across all commands and organizations, including government owned facilities, and facilities operated by contractors for the DoD, and locations supporting contingency operations. An activity is a unit, organization, or installation performing a function or it is a mission, an action, or collection of actions. We reviewed and analyzed all DoD locations in the USAFRICOM area of responsibility and determined [REDACTED] DoD locations met the definition of an installation as stated in DoD Instruction 6055.17.¹⁰

(S) According to USAFRICOM, the Military Departments and CTJF-HOA EM officials, only [REDACTED] locations had EM programs in the USAFRICOM area of responsibility, and the remaining [REDACTED] locations did not have EM programs. For example, the Army did not have an EM program for [REDACTED]. In addition, CJTF-HOA did not have an EM program for [REDACTED]. Table 1 shows the number of installations by DoD Component with or without an EM program in the

¹⁰ (U) Using the definition in the previous DoD Instruction 6055.17 dated November 19, 2010, we determined that [REDACTED] of the [REDACTED] locations in the USAFRICOM area of responsibility met the definition of installation. However, the updated definition is much broader and encompasses [REDACTED] locations.

~~(S)~~ USAFRICOM area of responsibility. See Appendix B for a detailed breakout of which installations did or did not have EM programs, installation population, and examples of DoD equipment at the installation.

~~(FOUO)~~ Table 1. Installations with an EM Program or Without an EM Program by Lead DoD Component within the USAFRICOM Area of Responsibility

(U) Lead DoD Component	(U) Installations With an EM Program ¹	(U) Installations Without an EM Program
(FOUO) Air Force	■	■
(FOUO) Navy	■	■
(FOUO) Army	■	■
(FOUO) CJTF-HOA	■	■
(FOUO) Unassigned ³	■	■
(FOUO) Total	■	■

¹ (U) According to USAFRICOM and Military Department EM officials.

² (U) According to U.S. Air Force EM officials, one location that was transitioned to the Air Force on October 1, 2016, is developing an all-hazards risk assessment for that location.

³ ~~(C)~~ According to USAFRICOM EM officials, [REDACTED]

(U) Source: The DoD OIG.

(U) EM Programs Missing Requirements

(U) The Navy and Air Force EM officials did not implement all DoD EM Program requirements outlined in DoD Instruction 6055.17 for the two locations we visited that the Military Departments identified as having EM programs. For example, the Installation Commander, [REDACTED], did not ensure [REDACTED] had the resources and equipment necessary to meet [REDACTED] requirements and the Installation Commander, [REDACTED], did not complete a capability risk assessment.

(U) [REDACTED] EM Program

(U) The DoD EM Program was not fully implemented at [REDACTED]. Specifically, the Installation Commander, [REDACTED] did not:

- (G) ensure [REDACTED] had the resources necessary to meet [REDACTED] requirements;
- (U) ensure that personnel assigned to EM staff positions had all of DoD Component-required training; and
- (U) verify that emergency response and mission-essential personnel received Component-required training for their position category before issuing credentials.

(U) In addition, the Installation Emergency Manager, [REDACTED] did not ensure the responsible offices reviewed support agreements annually.¹¹

(U) [REDACTED] Resources

(G) The Installation Commander, [REDACTED], did not ensure [REDACTED] had the [REDACTED] resources required in DoD Instruction 6055.17. DoD Instruction 6055.17 states that installation commanders will maintain equipment replenishment and disposal in accordance with the equipment’s specified life cycle. The Instruction also states that installation commanders will ensure appropriate funding for the maintenance and accountability of the equipment for all installations under their control.

(FOUO) [REDACTED] EM officials stated that they were not aware of [REDACTED]
 [REDACTED]
 [REDACTED] provided a table of allowance for [REDACTED]
 [REDACTED] on February 22, 2017. The table of allowance identifies [REDACTED]
 [REDACTED] According to the Region
 Fire Chief, [REDACTED].
 The table of allowance also identifies [REDACTED]
 [REDACTED] Finally, it identifies requirements for [REDACTED] detection
 and monitoring equipment and for [REDACTED] systems.

¹¹ (U) DoD Instruction 6055.17 states that support agreements consist of mutual aid agreements or other support agreements, such as memorandums of agreement, memorandums of understanding, inter-service support agreements and support contracts.

¹² (U) [REDACTED], the three different types of [REDACTED] differ by the number of responders and [REDACTED] that are available and by the quantity of certain types of equipment.

(C) Both the Chief of Naval Operation's Mission Assurance Assessment and an annex of the [REDACTED] EM plan identified limitations in response capabilities for [REDACTED] because [REDACTED] lacked resources, such as equipment, protection, and training.¹³ On June 30, 2017, [REDACTED] EM officials provided the results of an inventory for the [REDACTED] line items in the table of allowance and [REDACTED] did not have [REDACTED]. Additionally, [REDACTED] does not possess the equipment needed to [REDACTED]. Without the [REDACTED] EM personnel are not adequately equipped to train for and respond to a [REDACTED].

(C) The Installation Commander, [REDACTED] stated that [REDACTED] was not required to have the equipment because of an Office of Chief of Naval Operations memorandum issued in [REDACTED] stating that due to the current fiscal environment, the [REDACTED]. This included [REDACTED] and [REDACTED] was included in the installations not supported. However, this decision was based on the fiscal environment and assessments available in [REDACTED]. Therefore, the Director, Shore Readiness, Office of Chief of Naval Operations, N46, should reevaluate the requirement to field [REDACTED], based on updated threat assessments and the current fiscal environment.

(U) EM Staff Training

(U) The Installation Commander, [REDACTED] did not ensure personnel assigned to EM staff positions had all required training. DoD Instruction 6055.17 states that EM, emergency operations center (EOC), and emergency first responder training includes DoD Component-directed training requirements.¹⁴ Commander, Navy Installation Command (CNIC) Instruction 3440.17 outlines the Navy's professional training requirements for installation EM staff, which includes incident command system EOC training. However, the EOC assistant manager did not have the required EOC training. The EOC assistant manager completed and provided a certificate for incident command system EOC training, meeting DoD Instruction 6055.17, and CNIC Instruction 3440.17 requirements after we notified him of the deficiency.

(U) In addition, we compared the completion dates of required training for three military EM office personnel to their effective date of assignments to [REDACTED] and found 3 of 21 training completion certificates were dated between 2-5 months after the EM office personnel dates of assignment. The Installation Commander, [REDACTED] should verify

¹³ (U) [REDACTED] defines mission assurance assessment as the assessment of the discipline under the mission assurance umbrella [REDACTED] to identify vulnerabilities and gaps that could prevent accomplishment of a unit, installation or higher authority mission.

¹⁴ (U) EOC is the facility from which coordination and support of incident management activities is directed.

(U) that incoming personnel assigned to the EM office at [REDACTED] have received required EM training outlined in DoD Instruction 6055.17 and CNIC Instruction 3440.17 and require completion of training within one month of arrival for staff without the EM training.

(U) Weakness in Credentialing System

(U) The Installation Commander, [REDACTED], did not verify that all individuals issued credential cards had required training.¹⁵ DoD Instruction 6055.17 states that installation commanders will implement a credentialing system consistent with their DoD Component's guidance to verify the certification and identification of designated responders. CNIC Instruction 3440.17 states that credentialing systems tied to training and certification standards ensure that personnel resources are successfully integrated into incident operations. Credentialing systems also help ensure that personnel possess the minimum training and capabilities for their position. We found that [REDACTED] EM personnel did not validate and maintain all the required training for 39 of 69 nonstatistically sampled personnel that received credential cards. In addition, the Installation Commander, [REDACTED], could not provide documentation that those 39 credentialed personnel possessed the training to perform the EM duties.

(U) As a result of our audit, the Installation Commander, [REDACTED] implemented controls to ensure that the credentialing system personnel validate training before issuing credential cards. Specifically, each individual requesting a credential card must send a request form and all training certificates to the EM office. The request form must designate the individual as Category 1 or Category 5 and be signed by the individual's Director or Commanding Officer.¹⁶ The EM office personnel then review the certificates, endorse the form, and forward it to the [REDACTED] Executive Officer. The [REDACTED] Executive Officer obtains the Installation Commander's signature which gives the EM office personnel authority to issue the card. We concluded that the additional controls should ensure that training is verified before individuals can receive a credential card. Therefore, no further recommendations are required.

(U) Support Agreements

(U) The Installation Emergency Manager, [REDACTED], did not validate that the responsible offices annually reviewed and documented EM-related support agreements. DoD Instruction 6055.17 requires the emergency manager to validate that the responsible offices annually review and document EM-related support agreements.

¹⁵ (U) CNIC Instruction 3440.17, Standard 8, identifies the required training for Category 1 and 5 personnel based on their assigned roles and responsibilities. For example, fire fighters (Category 5) must have task-specific training, such as Hazardous Materials Operations and Emergency Medical Technician training.

¹⁶ (U) [REDACTED] EM personnel issue credentialing cards to the Category 1 (mission essential) and Category 5 (emergency responders) individuals, which gives them access to the installation during a lock down or a specific site during an emergency. Category 2-4 personnel (non-essential) do not receive credential cards.

(U) We obtained and reviewed four support agreements that contained EM-related items and found that one had expired, one was in draft, and the other two were signed in July 2013 and May 2015 with no evidence of annual reviews. The Installation Emergency Manager, [REDACTED], should establish procedures to ensure EM-related support agreements are annually reviewed and documented by the responsible office. In addition, we recommend that the Installation Commander [REDACTED], review and if appropriate, sign any EM-related support agreements revised as a result of the annual reviews.

(U) [REDACTED] *EM Program*

(U) The DoD EM Program was not fully implemented at [REDACTED]. Specifically, the:

- (U) Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters, did not establish a comprehensive, all-hazards personnel categorization process.
- (U) Command EM Functional Manager, U.S. Air Forces Europe–Africa, did not track required EM training for [REDACTED] EM personnel.
- (U) Installation Commander, [REDACTED] did not:
 - (U) ensure EM officials developed a communications plan;
 - (U) establish a personnel categorization process;
 - (U) establish an EM Working Group;
 - (U) develop a multi-year exercise plan, establish an exercise evaluation team and process, and ensure the exercise evaluation team documented the results of exercises in after-action reports;¹⁷
 - (U) conduct a capability risk assessment and annually reevaluate and update other risk assessments;
 - (C) evaluate [REDACTED] response capabilities and ensure compliance with the updated [REDACTED] risk assessments;
 - (U) identify EOC personnel and develop and maintain an installation-level common operating picture; and
 - (U) validate the accuracy of the [REDACTED] EM plan before approving and signing.

¹⁷ (U) According to DoD Instruction 6055.17, exercise evaluation teams consist of trained, certified, and credentialed personnel who evaluate EM exercises and the capability to respond to and recover from emergencies.

- (U) Installation Emergency Manager, [REDACTED], did not:
 - (U) validate that responsible offices annually review and update the Fire and Emergency Services Support Agreement between [REDACTED] J and [REDACTED]; and
 - (U) develop or approve an EM plan that reflected [REDACTED] installation-specific emergency response capabilities.

(U) Categorizing Personnel

(U) The Installation Commander, [REDACTED] did not establish a personnel categorization process for [REDACTED]. Personnel categorization identifies population groups with similar needs and a common protection strategy. DoD Instruction 6055.17 states that DoD Components must establish a comprehensive, all-hazards personnel categorization process to help EM personnel develop effective and sustainable protective strategies. The Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters stated that Air Force personnel are updating Air Force Manual 10-2502 to include an all-hazards personnel categorization process consistent with DoD Instruction 6055.17.¹⁸ The Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters, should finalize the update to Air Force Manual 10-2502. The Installation Commander, [REDACTED] should then use the categorization process developed by the U.S. Air Forces Headquarters, to categorize [REDACTED] personnel and provide the milestones for completion.

(U) EM Training

(U) The Command EM Functional Manager, U.S. Air Forces Europe–Africa, did not track the required EM training for [REDACTED] EM personnel and could not provide documentation that EM personnel received the EM Senior Leader Orientation training.¹⁹ DoD Instruction 6055.17 requires DoD Component-directed EM Senior Leader Orientation training when senior leaders are initially assigned their duties and every 2 years thereafter and states that the lead for each functional area is required to track the training provided to EM personnel in accordance with DoD Directive 7730.65.^{20, 21}

¹⁸ (U) Air Force Manual 10-2502, "Air Force Incident Management Systems (AFIMS) Standards and Procedures," September 26, 2011.

¹⁹ (U) According to the Command EM Functional Manager, U.S. Air Forces Europe–Africa, the Command EM Functional Manager oversees all Air Force installation EM programs in the USAFRICOM area of responsibility.

²⁰ (U) According to DoD Instruction 6055.17, examples of a functional areas are law enforcement, physical security, emergency medical services, and search and rescue.

²¹ (U) Department of Defense Directive 7730.65, "Department of Defense Readiness Reporting System (DRRS)," May 11, 2015.

(U) The Command EM Functional Manager, U.S. Air Forces Europe-Africa, should implement procedures to track required training for EM personnel, including the EM Senior Leader Orientation training.

(U) Public Information and Warning – Communications Plan

(U) The Installation Commander did not ensure that a communications plan was developed as part of ██████ EM Program. DoD Instruction 6055.17 requires EM program personnel to develop a comprehensive, integrated, and interoperable emergency communications capability with an approved communications plan. ██████ EM officials, were not able to provide us with a communications plan. An organization must be able to respond promptly, accurately, and confidently during an emergency and in the days that follow. The communication plan includes instructions for stakeholders to follow in case of emergencies. The Installation Commander, ██████ should ensure EM officials at ██████ develop a communications plan.

(U) EM Working Group

(U) The Installation Commander, ██████ did not establish an EM Working Group. DoD Instruction 6055.17 requires each installation commander to establish an installation EM Working Group to guide program implementation on that installation. An EM Working Group is the decision making body that oversees the implementation of policy for the installation EM program. The Installation Commander, ██████, should establish an EM Working Group in accordance with DoD Instruction 6055.17.

(U) Exercise Program Development and Evaluation

(U) The Installation Commander, ██████ did not develop a multi-year exercise plan and establish an exercise evaluation team to evaluate exercises and document the results in after-action reports.²² DoD Instruction 6055.17 requires installation commanders to carry out an exercise program in accordance with DoD Component guidance and develop multi-year exercise plans with annual updates. The Instruction also requires that mass warning notification systems be exercised twice a year. In addition, Air Force Instruction 10-2501 requires that a minimum of two active shooter exercises be conducted each year.²³ DoD Instruction 6055.17 states that exercises should include an evaluation process where an exercise evaluation team documents the results of the evaluation in an after-action report.²⁴ ██████ officials stated that they conducted exercises for several scenarios. However, the Installation Commander, ██████ could not provide a multi-year exercise plan or support that all required exercises were completed and that the results were documented in after-action reports.

²² (U) The multi-year exercise plan is a new requirement that is in only DoD Instruction 6055.17, February 13, 2017.

²³ (U) Air Force Instruction 10-2501, "Air Force Emergency Management Program," April 19, 2016.

²⁴ (U) DoD Instruction 6055.17 states the after-action reports consist of recommendations for changes in practice, timelines for implementation, and assignments for completion.

(U) The Installation Commander, [REDACTED] should develop a multi-year exercise plan and establish an exercise evaluation team. The Installation Commander, [REDACTED], should also establish a process to ensure the exercise evaluation team: documents its evaluations in after-action reports, develops a corrective action plan, and implements the recommended improvements.

(U) Risk Assessments

(U) The Installation Commander, [REDACTED], did not conduct a capability risk assessment or annually reevaluate and update the hazard and threat, vulnerability, and criticality risk assessments that were conducted. DoD Instruction 6055.17 states that installation EM personnel are required to conduct risk assessments for their installations and reevaluate the risk assessments annually before the update or review of the EM plan. The four types of risk management assessments that should be used are capability, hazard and threat, vulnerability, and criticality risk assessments.²⁵ For example, the installations must use the risk assessments to determine the [REDACTED] threat level and equipment requirements. The most recent hazard and threat assessment completed for [REDACTED] was in September 2014 and may not accurately reflect the current threats that could impact the [REDACTED] threat level.

(U) The Installation Commander, [REDACTED] should complete a capability risk assessment, reevaluate and update the hazard and threat, vulnerability, and criticality risk assessments for [REDACTED] and develop procedures to ensure all risk assessments are annually reevaluated and updated before the EM plan is updated. In addition, the Installation Commander, [REDACTED] should evaluate [REDACTED] response capabilities and ensure they are in line with the updated [REDACTED] risk assessments.

(U) EOC and Common Operating Picture

(U) The Installation Commander, [REDACTED], did not establish an EOC or identify EOC personnel to develop and maintain an installation-level common operating picture.²⁶ DoD Instruction 6055.17 states that an installation EOC consists of facilities, equipment, personnel, procedures, and communications where information and resources are coordinated during emergencies. DoD Instruction 6055.17 requires installation EOC personnel to develop and maintain an installation-level common operating picture as part of an EM program. DoD Instruction 6055.17 states that the primary goal of a common operating picture is to provide consistent, standardized, and mapped

²⁵ (U) Capability assessments identify capabilities for responding to a natural or manmade disaster or hazard. Hazard and threat assessments identify a comprehensive list of threats and hazards as well as the identification of their probability of occurrence. Vulnerability assessments determine the vulnerability of an installation, unit, facility, or other site to terrorist attack. Criticality assessments identify the total impact on the execution of missions or functions supported by an asset, should that asset be unavailable.

²⁶ (U) Common operating picture is a continuously updated overview of an incident shared across installation departments and responders.

(U) information to the installation, command, higher headquarters, and first responders. We recommend that the Installation Commander, [REDACTED] establish an EOC and ensure EOC personnel develop and maintain a common operating picture for [REDACTED]

(U) [REDACTED] EM Plan

(FOUO) The Installation Emergency Manager, [REDACTED] did not develop an EM plan for [REDACTED] that reflected [REDACTED] installation-specific emergency response capabilities. In addition, the Installation Commander signed the EM plan for which he was responsible even though it did not reflect the site's actual emergency response capabilities. DoD Instruction 6055.17 requires the installation emergency manager to develop and maintain an EM plan that is detailed enough to provide an initial course of action for installation commanders to proceed when unexpected events happen. In addition, Air Force Instruction 10-2501 states that the installation commander approves the EM plan. However, the Installation Emergency Manager, [REDACTED] developed and the Installation Commander, [REDACTED], signed an EM plan that included information that was not accurate. For example, the [REDACTED] EM plan described an EOC and discusses how the EOC would be used during an emergency; however, [REDACTED] did not establish an EOC. The Installation Emergency Manager, [REDACTED] should update the [REDACTED] EM plan to reflect the installation-specific emergency response capabilities of [REDACTED]. The Installation Commander, [REDACTED] should ensure that the EM plan for [REDACTED], is accurate and executable before approving the plan.

(U) Support Agreements

(U) The Installation Emergency Manager, [REDACTED] did not annually validate that the responsible office reviewed and documented any updates to the Fire and Emergency Services Support Agreement between [REDACTED] since it was established in July 2013. DoD Instruction 6055.17 requires the emergency manager to validate that the responsible offices annually review and document EM-related support agreements. Support agreements are used to fill resource gaps in areas such as, equipment or medical facilities. The Installation Emergency Manager, [REDACTED] should establish procedures to ensure that the responsible office annually reviews and documents the Fire and Emergency Services Support Agreement between [REDACTED], and any future support agreements.

(U) U.S. Air Force Europe-Africa Oversight of EM Programs in USAFRICOM

(U) According to U.S. Air Force EM officials, U.S. Air Forces Europe-Africa is the lead DoD Component for [REDACTED] in the USAFRICOM area of responsibility that have EM programs, [REDACTED]. We reviewed the EM program at [REDACTED] and identified multiple weaknesses in its EM program, including no tracking of EM training, no communications plan, no categorization process, no EM Working Group, lack of exercise program documentation or evaluation process, missing risk assessments, no EOC or common operating picture, an inaccurate

(U) EM plan, and a support agreement that was not annually validated. Therefore, the Command EM Functional Manager, U.S. Air Forces Europe–Africa, should review the EM programs at [REDACTED]; for weaknesses and ensure the installations' EM programs comply with DoD Instruction 6055.17.

(U) EM Program Guidance Was Not Clear and Oversight Was Not Provided

(U) The DoD EM Program was not fully implemented in the USAFRICOM area of responsibility because the USD(AT&L) did not provide guidance on how the DoD Components should determine the level of DoD EM Program necessary for each installation, including installations with a small footprint like those found in the USAFRICOM area of responsibility. (See Appendix B) In addition, USAFRICOM did not oversee the DoD EM Program for its area of responsibility.

(U) The USD(AT&L) Did Not Provide Guidance to Determine the Level of EM Program Necessary at Each Installation

(S) The USD(AT&L) did not provide guidance on how DoD Components should determine the level of DoD EM Program necessary for each installation, including ones with a small footprint like those found in the USAFRICOM area of responsibility. According to DoD Instruction 6055.17, the Assistant Secretary of Defense for Energy, Installations, and Environment, under the authority, direction, and control of the USD(AT&L), will coordinate DoD EM Program requirements with other guidance and instructions, and develop and maintain DoD policy to provide consistent and integrated EM. DoD Instruction 6055.17 does provide specific guidance on what is included in an EM program and how an installation commander and installation emergency manager should setup an EM program at an installation. However, DoD Instruction 6055.17 does not state how DoD Components should determine whether a location needs an EM program or what level of an EM program is required based on footprint size. [REDACTED] USAFRICOM locations meet the DoD Instruction 6055.17 definition of an installation. The largest location within the USAFRICOM area of responsibility by base population is [REDACTED], and the next-largest location is [REDACTED]. Of the [REDACTED] locations, [REDACTED] locations had no personnel assigned and [REDACTED] locations had no equipment.

(U) According to the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health) in the Office of the USD (AT&L), the intent of the definition for installation in DoD Instruction 6055.17 was to be broad enough to apply to all DoD locations worldwide. The Deputy Assistant Secretary further stated that each installation commander should consider the risks at their installation to determine each

(U) location's EM requirements. The installation commander should implement the EM program based on the location's risk. The Deputy Assistant Secretary stated that the intent of DoD Instruction 6055.17 was to be flexible depending on the needs of the installation. However, DoD Instruction 6055.17 did not reflect the USD (AT&L)'s intent. Specifically, the Instruction does not state that the DoD Components should consider the risk when determining whether a location should have an EM program or the level of EM program needed at a location.

(U) Therefore, DoD Components did not implement DoD Instruction 6055.17 within the USAFRICOM area of responsibility as intended. When asked about the lack of EM programs for their locations in the USAFRICOM area of responsibilities, the Army EM officials stated that they did not consider the Army locations in the USAFRICOM area of responsibility to be installations because the locations are used for contingency operations, are not enduring, and do not have personnel permanently assigned. As discussed above, based on DoD Instruction 6055.17, [REDACTED] locations in the USAFRICOM area of responsibility met the definition of an installation.

(U) In addition, DoD Components were unsure of who was responsible for determining whether an installation required an EM program. DoD Instruction 6055.17 does not provide responsibility to a DoD organization for determining whether a location is an installation. USAFRICOM J34 officials stated that they considered it to be the DoD Components responsibility to determine which locations were installations that needed an EM program. Conversely, Army and CJTF-HOA officials stated that they considered it USAFRICOM's responsibility to make the determination.

(U) Therefore, the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health) should update DoD Instruction 6055.17 to require DoD Components to complete risk assessments at all locations worldwide to determine whether locations require an EM program and report the results of the assessments to the responsible combatant command. The update should also include instructions for determining which DoD Components are responsible for completing the risk assessment and determining whether a location requires an EM program. The Deputy Assistant Secretary should also issue interim guidance until the Instruction is updated that requires the DoD Components to evaluate all locations worldwide to determine the need for an EM program. In addition, the Deputy Assistant Secretary should develop an assessment process to ensure that DoD Components are effectively and consistently applying and integrating the DoD EM Program.

(U) USAFRICOM Did Not Provide EM Program Oversight

(U) USAFRICOM did not oversee the DoD EM Program at its locations. DoD Instruction 6055.17 requires the combatant commanders to develop policies, plans, and guidelines with DoD EM Program requirements to enhance readiness and disaster preparedness within their command's area of responsibility. The Instruction also requires the combatant commanders to ensure EM requirements are executed in accordance with applicable guidance. In addition, DoD Instruction 6055.17 states that the combatant commanders are to oversee execution of EM requirements within their area of responsibility.

(U) According to USAFRICOM J34 Protection officials, USAFRICOM officials have not looked at any of the locations' EM plans within the last 2 years.²⁷ J34 officials stated that due to staff reductions, they were unable to assign an EM program manager to oversee the DoD EM Program within USAFRICOM and as a result, were unable to perform any of their duties under DoD Instruction 6055.17. Additionally, J34 officials stated that the personnel position covering USAFRICOM's DoD EM Program responsibilities will be eliminated between FYs 2018 and 2020 as a result of USAFRICOM's implementation of the reduction of headquarters staff required by the National Defense Authorization Act for FY 2016. USAFRICOM's responsibilities under DoD Instruction 6055.17 have not been eliminated and still need to be performed regardless of the reduction of staff. Therefore, we recommend that USAFRICOM Chief, J34 Protection, assign an EM program manager to ensure that the EM program is fully implemented in the USAFRICOM area of responsibility in accordance with DoD Instruction 6055.17 and based on the results of the risk assessments provided by the DoD Components.

(U) DoD Components Need to Fully Implement the EM Program within the USAFRICOM Area of Responsibility

~~(FOUO)~~ DoD Components did not develop EM programs for [REDACTED] installations and did not fully implement DoD Instruction 6055.17 across the USAFRICOM area of responsibility. Terrorist attacks are common and on the rise in Africa with terrorist groups, such as Al-Shabab, claiming responsibility for numerous attacks and declaring its intent to attack Western targets in the region. Without an EM program, DoD installations do not have a formal and coordinated effort to prevent, prepare, respond to, and recover from an attack or natural emergency, which could ultimately threaten, the lives of personnel and property on DoD installations and impede the DoD's ability to successfully complete mission operations. Implementing the

²⁷ (U) With the exception of [REDACTED], which USAFRICOM J34 officials stated was reviewed for anti-terrorism purposes only.

~~(FOUO)~~ recommendations to address the findings in this report will help USAFRICOM and the DoD Components prevent, prepare for, respond to, and recover from an attack or other emergency.

(U) Recommendations, Management Comments, and Our Response

(U) Revised, Redirected, and Renumbered Recommendation

~~(C)~~ As a result of management comments, we revised and redirected draft Recommendation 1.a to the Director, Shore Readiness, Office of Chief of Naval Operations, N46 (final report Recommendation 9). The Commanding Officer, [REDACTED] provided the USAFRICOM Reporting Instructions dated January 22, 2015 and the Office of Chief of Naval Operations memorandum dated [REDACTED]. The memorandums addressed decisions regarding the requirements for [REDACTED]. Based on the memorandums, we agree that the Commanding Officer did not have a requirement to resource [REDACTED]. However, the Office of Chief Naval Operation memorandum stated that the decision not to establish the requirements for [REDACTED] was due to the fiscal environment at the time of the memorandum. Therefore, we revised and redirected the recommendation to the Office of Chief of Naval Operations. As a result of the revision and redirection of Recommendation 1.a, we renumbered draft Recommendation 1.a to final Recommendation 9; draft Recommendation 1.b to final Recommendation 1.a; and draft Recommendation 1.c to final Recommendation 1.b.

Recommendation 1

(U) We recommend that the Installation Commander, [REDACTED]:

- a. (U) Verify that incoming personnel assigned to the emergency management office at [REDACTED], have received required emergency management training outlined in DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017, and Commander, Navy Installations Command Instruction 3440.17, "Navy Installation Emergency Management (EM) Program," January 23, 2006, and require completion of training within one month for staff without the required emergency management training.

(U) Installation Commander, [REDACTED] Comments

(U) The Installation Commander, [REDACTED], agreed, stating that training for incoming personnel assigned to the emergency management office does not meet requirements as outlined in DoD Instruction 6055.17 and CNIC Instruction 3440.17. The Installation Commander stated that personnel at [REDACTED] do not have the capabilities or the authority to teach required in-person or team training courses and cannot ensure these courses

(U) will be completed within 30 days of reporting. However, the Installation Commander stated that personnel at [REDACTED] will ensure incoming emergency management personnel complete required online courses, identify classroom training to attend, and identify the required courses needed within 30 days of arrival at [REDACTED]. In addition, the Installation Commander requested the inclusion of required courses in orders for incoming emergency management personnel as part of the Global Force Management Allocation Plan on December 19, 2017. The Installation Commander further stated that the Navy Region Europe, Africa, Southwest Asia Emergency Management Program will request training through the request for forces process so that personnel relieving current [REDACTED] Emergency Management staff receive required training by December 2018.

(U) Commander, Navy Region Europe, Africa, Southwest Asia Comments

(U) Although not required to comment, the Commander, Navy Region Europe, Africa, Southwest Asia, concurred with the Installation Commander's "agree," and stated that the Navy Region Europe, Africa, Southwest Asia officials will request from USAFRICOM, through Naval Forces Africa, to include enroute training required for EM staff personnel in accordance with CNIC Instruction 3440.17.

(U) Our Response

(U) Comments from the Installation Commander, [REDACTED], addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that procedures have been implemented to ensure training requirements for personnel assigned to the emergency management office have been implemented and the Commander, Navy Region Europe, Africa, requests USAFRICOM to include required training for EM staff personnel enroute to USAFRICOM.

- b. (U) Review and if appropriate, sign any emergency management-related support agreements revised as a result of the annual reviews.**

(U) Installation Commander, [REDACTED] Comments

(U) The Installation Commander [REDACTED], agreed, stating that the Installation Emergency Management Officer and Installation Fire Chief met with the French Fire Chief on August 23, 2017, to review a draft support agreement. Further support agreements will be considered, and if appropriate, routed for signature by June 30, 2018.

(U) Commander, Navy Region Europe, Africa, Southwest Asia Comments

(U) Although not required to comment, the Commander, Navy Region Europe, Africa, Southwest Asia, concurred with the Installation Commander's "agree" and stated that the Navy Region Europe, Africa, Southwest Asia officials will track progress and sustainment of these actions through the region's Command Inspection Program as a line item on the EM program assessment checklist.

(U) Our Response

(U) Comments from the Installation Commander, [REDACTED], addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that support agreements have been reviewed and revised support agreements are appropriately signed.

Recommendation 2

(U) We recommend that the Installation Emergency Manager, [REDACTED] establish procedures to ensure emergency management-related support agreements are annually reviewed and documented by the responsible offices.

(U) Installation Commander, [REDACTED] Comments

(U) The Installation Commander, [REDACTED] agreed, stating that the Installation Emergency Management Officer will include procedures to ensure the annual review and documentation of emergency-related support agreements in Support Annex I of the Installation Emergency Management Plan by February 28, 2018.

(U) Commander, Navy Region Europe, Africa, Southwest Asia Comments

(U) Although not required to comment, the Commander, Navy Region Europe, Africa, Southwest Asia, concurred with the Installation Commander's "agree" and stated that the Navy Region Europe, Africa, Southwest Asia officials will track progress and sustainment of these actions through the region's Command Inspection Program as a line item on the EM program assessment checklist.

(U) Our Response

(U) Comments from the Installation Commander, [REDACTED] addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the Installation Emergency Management Officer included in the Installation Emergency Management Plan procedures to ensure support agreements are annually reviewed and documented.

(U) Recommendation 3

(U) We recommend that the Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters, finalize the update to Air Force Manual 10-2502, "Air Force Incident Management Systems (AFIMS) Standards and Procedures," September 26, 2011.

(U) Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters Comments

(U) The Chief, Civil Engineer Readiness Division, agreed stating that the Civil Engineer Readiness Division is revising Air Force Manual 10-2502 and expects publication of the final document not later than May 30, 2018.

(U) Our Response

(U) Comments from the Chief, Civil Engineer Readiness Division, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that Air Force Manual 10-2502 is updated and the final document is published.

(U) Recommendation 4

(U) We recommend that the Command Emergency Management Functional Manager, U.S. Air Forces Europe-Africa:

- a. **(U) Implement procedures to track required training for emergency management personnel, including the Emergency Management Senior Leader Orientation training.**

(U) Command Emergency Management Functional Manager, U.S. Air Forces Europe-Africa Comments

(U) The Director, Logistics, Engineering and Force Protection, responding for the Command Emergency Management Functional Manager, U.S. Air Forces Europe-Africa, agreed, stating that U.S. Air Forces Europe-Africa directed all 435 Air Expeditionary Wing EM installation emergency managers to use the Air Force-directed program of record, Automated Readiness Information System, to track all EM-related training.

(U) Our Response

(U) Comments from the Director, Logistics, Engineering and Force Protection, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that U.S. Air Forces Europe-Africa directed all 435 Air Expeditionary Wing EM installation emergency managers to use the Air Force-directed program of record, Automated Readiness Information System, to track all EM-related training.

- b. ~~(S)~~ Review emergency management programs for [REDACTED] to ensure they comply with DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017.

(U) Command Emergency Management Functional Manager, U.S. Air Forces Europe-Africa Comments

~~(S)~~ The Director, Logistics, Engineering and Force Protection, responding for the Command Emergency Management Functional Manager, U.S. Air Forces Europe-Africa, agreed, stating that U.S. Air Forces Europe-Africa reviewed the EM programs and added two additional personnel to [REDACTED], and is coordinating an additional EM member for [REDACTED].

(U) Our Response

~~(S)~~ Comments from the Director, Logistics, Engineering and Force Protection, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that U.S. Air Forces Europe-Africa reviewed emergency management programs for [REDACTED] Tunisia to ensure they comply with DoD Instruction 6055.17.

(U) Recommendation 5

(U) We recommend that the Installation Commander, [REDACTED]:

- a. (U) Use Air Force Manual 10-2502, "Air Force Incident Management Systems (AFIMS) Standards and Procedures," when finalized by U.S. Air Forces, Headquarters to categorize [REDACTED], personnel and provide the milestones for completion.

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED], agreed, stating that U.S. Air Forces Headquarters has not published guidance for personnel categorization. The Vice Commander, 435th Air Expeditionary Wing, stated that the local command cannot implement the guidance until U.S. Air Forces Headquarters publishes the guidance.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed the recommendation; therefore, the recommendation is resolved, but will remain open. We will close the recommendation after we verify that the Installation Commander, [REDACTED] has implemented Air Force Manual 10-2502 requirements for categorizing [REDACTED] personnel when U.S. Air Forces, Headquarters finalizes the update to Air Force Manual 10-2502.

- b. **(U) Ensure emergency management officials, [REDACTED], develop a communications plan.**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED], agreed, stating that the communication plan has been published and distributed to all [REDACTED] personnel.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the communications plan has been published.

- c. **(U) Establish an Emergency Management Working Group in accordance with DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017.**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED] agreed, stating that topics required to be briefed are briefed and discussed during quarterly squadron staff meetings.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the staff meetings minutes include EM program elements specified in DoD Instruction 6055.17.

- d. (U) Develop a multi-year exercise plan and establish an exercise evaluation team.**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED], agreed, stating that the installation commander will develop an annual emergency management exercise plan based on current location threats. The first exercise is scheduled for March 2018 and will include all disaster response force members at [REDACTED].

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the Installation Commander, [REDACTED] has planned exercises based on current location threats.

- e. (U) Establish a process to ensure the exercise evaluation team documents its evaluations in after-action reports, develops a corrective action plan, and implements the recommended improvements.**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED], agreed, stating that local subject matter experts are appointed to evaluate exercises based on the current threat and availability. All exercises are documented, and an after-action review with recommendations and areas of improvement is completed.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the subject matter experts are conducting after-action reviews and documenting recommendations and areas of improvement based on the reviews.

- f. ~~(S)~~ Complete a capability risk assessment, reevaluate and update the hazard and threat, vulnerability, and criticality risk assessments for [REDACTED], and develop procedures to ensure all risk assessments are annually reevaluated and updated before the emergency management plan is updated.

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED] agreed, stating that it is an ongoing process to complete these assessments.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the Installation Commander, [REDACTED], completed all risk assessments and the annual reevaluation process is completed.

- g. ~~(C)~~ Evaluate the [REDACTED] response capabilities at [REDACTED], and ensure they are in line with the updated [REDACTED] risk assessments.

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED] agreed, stating that [REDACTED] is a low-threat [REDACTED] area. The exercise schedule will ensure emergency responders capabilities are in line with the risk assessment.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the [REDACTED] low-threat assessment aligns with updated risk assessments.

- h. (U) Establish a [REDACTED], emergency operating center and ensure the emergency operating center personnel develop and maintain a common operating picture for the installation.

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED], agreed, stating that a base control center does exist that satisfies EOC responsibilities and could be used during an incident. The Command Post and Base Defense Operation Center maintain a list of all contacts on base.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the control center has been designated as the emergency operating center for use during an emergency and the EM plan has been updated to reflect this information.

- i. **(U) Ensure that the emergency management plan for [REDACTED], is accurate and executable before approving the plan.**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Commander, [REDACTED] agreed, stating that the plan was updated in October 2017.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the Installation Commander, [REDACTED] updated the plan.

(U) Recommendation 6

(U) We recommend that the Installation Emergency Manager, [REDACTED]:

- a. **(U) Update the [REDACTED], emergency management plan to reflect the installation-specific emergency response capabilities of [REDACTED].**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Emergency Manager, [REDACTED] agreed, stating that the plan was updated in October 2017 and encompasses the specific response capabilities of [REDACTED].

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the Installation Emergency Manager, [REDACTED] updated the EM plan to reflect the installation-specific emergency response capabilities of [REDACTED].

- b. (U) Establish procedures to validate that the responsible office annually reviews and documents the Fire and Emergency Services Support Agreement between [REDACTED] and any future support agreements.**

(U) Vice Commander, 435th Air Expeditionary Wing Comments

(U) The Vice Commander, 435th Air Expeditionary Wing, responding for the Installation Emergency Manager, [REDACTED], agreed, stating that emergency services support agreements are in place between [REDACTED]. The agreements were last reviewed in July 2017 and reviews are scheduled for each deployment cycle.

(U) Our Response

(U) Comments from the Vice Commander, 435th Air Expeditionary Wing, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify that the Installation Emergency Manager, [REDACTED], established procedures to ensure the responsible office annually reviews and documents support agreements.

(U) Recommendation 7

(U) We recommend that the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health):

- a. (U) Update DoD Instruction 6055.17 to require DoD Components to complete risk assessments at all locations worldwide to determine whether locations require an emergency management program and report the results of the assessments to the responsible combatant command. The update should also include instructions for determining which DoD Components are responsible for completing the risk assessment and determining whether a location requires an emergency management program.**

(U) Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health) Comments

(U) The Assistant Secretary of Defense (Energy, Installations, and Environment), responding for the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health), partially agreed, stating that it is not clear whether existing guidance is deficient and that the Assistant Secretary will work through the EM Steering Group to characterize any gaps in DoD Instruction 6055.17 to determine whether additional guidance is required.

(U) Our Response

(U) Comments from the Assistant Secretary of Defense (Energy, Installations, and Environment), partially addressed the recommendation; therefore, the recommendation is unresolved. We disagree that it is unclear whether additional guidance is needed for requiring DoD Components to complete risk assessments at all locations worldwide to determine whether locations require an EM program. DoD Instruction 6055.17 does not state that the DoD Components should complete risk assessments when determining whether a location should have an EM program or the level of EM program needed at a location. DoD Instruction 6055.17 does not provide responsibility to a DoD organization for determining whether a location is an installation. USAFRICOM J34 officials stated that they considered it to be the DoD Components' responsibility to determine which locations were installations that needed an EM program. Conversely, Army and CJTF-HOA officials stated that they considered it USAFRICOM's responsibility to make the determination. Therefore, it is clear that USAFRICOM and the Military Departments are not implementing the guidance as the USD(AT&L) intended.

(U) We request the Assistant Secretary of Defense (Energy, Installations, and Environment), provide specific actions to address the recommendation after working through the EM Steering Group. In addition, we request that Assistant Secretary of Defense (Energy, Installations, and Environment), provide a planned date of completion of those actions.

- b. (U) Issue interim guidance until the Instruction is updated that requires DoD Components to evaluate all locations worldwide to determine the need for an emergency management program.**

(U) Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health) Comments

(U) The Assistant Secretary of Defense (Energy, Installations, and Environment), responding for the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health), partially agreed, stating that is not clear whether existing guidance is deficient and that the Assistant Secretary will work through the EM Steering Group to characterize the issue and determine whether additional guidance is required.

(U) Our Response

(U) Comments from the Assistant Secretary of Defense (Energy, Installations, and Environment), partially addressed the recommendation; therefore, the recommendation is unresolved. We disagree that it is unclear whether additional guidance is needed for requiring DoD Components to complete risk assessments at all locations worldwide to determine whether locations require an emergency management program. We identified that only [REDACTED] locations had EM programs in the USAFRICOM area of responsibility, although [REDACTED] locations met the definition of an installation as stated in DoD Instruction 6055.17. As noted in the report, DoD Components were unsure of who was responsible for determining whether an installation required an EM program.

(U) We request the Assistant Secretary of Defense (Energy, Installations, and Environment), provide specific actions to address the recommendation after working through the EM Steering Group. In addition, we request the Assistant Secretary of Defense (Energy, Installations, and Environment), provide a planned date of completion of those actions.

- c. **(U) Develop an assessment process to ensure that DoD Components are effectively and consistently applying and integrating the DoD Emergency Management Program.**

(U) Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health) Comments

(U) The Assistant Secretary of Defense (Energy, Installations, and Environment), responding for the Deputy Assistant Secretary of Defense (Environment, Safety, and Occupation Health), disagreed, stating that in accordance with DoD Instruction 6055.17, DoD Component heads are responsible for implementing and assessing compliance of EM programs effectively at all organizational levels; therefore, an additional assessment process is both redundant and unnecessary.

(U) Our Response

(U) Comments from the Assistant Secretary of Defense (Energy, Installations, and Environment), did not address the specifics of the recommendation; therefore, the recommendation is unresolved. We acknowledge the need to avoid redundancy, but according to DoD Instruction 6055.17, the Assistant Secretary of Defense (Energy, Installations, and Environment), has oversight responsibilities. Specifically, the Instruction states that under the authority, direction, and control of the USD(AT&L), the Assistant Secretary of Defense (Energy, Installations, and Environment), will coordinate DoD EM Program requirements with other guidance and instructions, and develop and maintain DoD policy to provide consistent and integrated EM. Therefore, we disagree that developing an assessment process to ensure that DoD Components are effectively and consistently applying and integrating the DoD EM Program is redundant and unnecessary. Without an assessment process and oversight, there is no assurance that DoD Component heads are applying a consistent and integrated approach or effectively implementing and assessing the EM program compliance. The Assistant Secretary of Defense (Energy, Installations, and Environment) needs to ensure the DoD EM Program is consistently and effectively implemented and provide more specific guidance for what the DoD Component heads are responsible. Therefore, we request that the Assistant Secretary of Defense (Energy, Installations, and Environment), provide additional comments detailing specific actions to address the recommendation to ensure that DoD Components are effectively and consistently applying and integrating the DoD EM Program.

(U) Recommendation 8

(U) We recommend that the Chief, J34 Protection, U.S. Africa Command, assign an emergency management program manager to ensure that the emergency management program is fully implemented in the U.S. Africa Command area of responsibility in accordance with DoD Instruction 6055.17 and based on the results of the risk assessments provided by the DoD Components.

(U) Chief, J34 Protection, U.S. Africa Command Comments

(U) The Deputy Director of Operations, J3 responding for the Chief, J34 Protection, USAFRICOM agreed, stating that Headquarters USAFRICOM, not Chief, J34 Protection, is required to implement a Command emergency management program. The Deputy Director further stated that Headquarters USAFRICOM will work to meet the spirit and intent of DoD Instruction 6055.17 within the timeframe, resources, and priorities established by the Command by December 31, 2018.

(U) Our Response

(U) Comments from the Deputy Director of Operations, J3, addressed all specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close the recommendation once we verify Headquarters USAFRICOM has taken actions to meet the requirements of DoD Instruction 6055.17.

(U) Recommendation 9

~~(C)~~ We recommend that the Director, Shore Readiness, Office of Chief of Naval Operations, N46, reevaluate the requirement to field [REDACTED]

[REDACTED] based on updated threat assessments, potential impact should a [REDACTED]

occur,

and the current fiscal environment.

(U) Appendix A

(U) Scope and Methodology

(U) We conducted this performance audit from December 2016 through December 2017 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

(U) To accomplish our objective, we analyzed USAFRICOM's Theater Posture Plan and FY 2017 posture location list and met with USAFRICOM, Military Departments, CJTF-HOA, and USD(AT&L) personnel to determine which installations in the USAFRICOM area of responsibility should implement DoD Instruction 6055.17. In addition, we obtained and analyzed EM plans and supporting documents, training and exercise records, communications plan and checklists, support agreements, EM Working Group meeting minutes, equipment records, and risk assessments to determine whether [REDACTED] officials were implementing the DoD EM Program in accordance with DoD Instruction 6055.17. We reviewed EM plans to determine whether the plans included the requirements in DoD Instruction 6055.17.

(U) We reviewed the following guidance to understand the DoD EM Program.

- (U) DoD Directive 3000.10, "Contingency Basing Outside the United States," January 10, 2013
- (U) DoD Instruction 4165.14, "Real Property Inventory (RPI) and Forecasting," January 17, 2014
- (U) DoD Instruction 6055.17, "DoD Installation Emergency Management (IEM) Program," January 13, 2009, as amended (canceled on February 13, 2017).
- (U) DoD Instruction 6055.17, "DoD Emergency Management (EM) Program," February 13, 2017
- (U) DoD Instruction 3000.12, "Management of U.S. Global Defense Posture (GDP)," May 6, 2016
- (U) DoD Instruction 2000.16, "DoD Antiterrorism (AT) Standards," October 2, 2006, (Incorporating Change 2, December 8, 2006)
- (U) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," November 8, 2010, as amended through February 15, 2016
- (U) Army Regulation 420-1, "Army Facilities Management," August 24, 2012

- (U) Army Regulation 525-27, "Army Emergency Management Program," March 13, 2009
- (U) Commander, Navy Instruction Command Instruction 3440.17, "Navy Installation Emergency Management (EM) Program," January 23, 2006
- (U) Air Force Instruction 10-2501, "Air Force Emergency Management Program," April 19, 2016
- (U) Air Force Instruction 10-206, "Operational Reporting," July 21, 2016, as amended
- (U) Air Force Instruction 10-207, "Command Posts," July 13, 2016, as amended
- (U) Air Force Manual 10-2502, "Air Force Incident Management System (AFIMS) Standards and Procedures," September 26, 2011
- (U) Career Field Education and Training Plan 3E9X1, "Emergency Management," December 15, 2014
- (U) Operational Reports and Commander's Critical Information Requirements Handbook, March 30, 2017

(U) We interviewed personnel from the following offices to determine their roles and responsibilities related to EM and to obtain supporting documentation.

- (U) Deputy Assistant Secretary of Defense for Environment, Safety, and Occupational Health
- (U) Defense Threat Reduction Agency
- (U) Joint Chief of Staff, Mission Assurance Branch
- (U) USAFRICOM J34- Mission Assurance and Protection Division
- (U) USAFRICOM J59- Theater Posture Division
- (U) CNIC
- (U) Office of the Chief of Naval Operations
- (U) U.S. Army Africa, Operations Protection Directorate
- (U) Commander, Navy Region Europe, Africa, Southwest Asia
- (U) CJTF-HOA
- (U) U.S. Air Forces Europe–Air Forces Africa
- (U) 435th Air Expeditionary Wing

- (U) 870th Air Expeditionary Squadron, [REDACTED]
- (U) [REDACTED] EM personnel, including fire and emergency services, medical, command staff, and legal personnel.

(U) We nonstatistically selected two [REDACTED] installations in the USAFRICOM area of responsibility that the DoD Components EM officials identified as having EM programs to test the implementation of the EM program. We based our sample selection on reviewing the implementation of the EM program for multiple DoD Components. We selected [REDACTED] USAFRICOM area of responsibility. We selected one Air Force location, [REDACTED]. [REDACTED].

(U) We conducted site visits at [REDACTED] to review EM program implementation, including program administration, management, and accreditation; EM certification program; EM credentialing program; training; equipment; exercise program; emergency communication; mass warning and notification; support agreements; prevention and protection; risk management; response measures and capabilities; and recovery measures. We used DoD Instruction 6055.17, “DoD Emergency Management (EM) Program,” February 13, 2017, as the basis for our analysis of the EM program implementation at the two installations.

(U) Use of Computer-Processed Data

(U) We did not use computer-processed data to perform this audit.

(U) Prior Coverage

(U) During the last 5 years, the Government Accountability Office (GAO) and the Army Audit Agency issued three reports discussing EM. Unrestricted GAO reports can be accessed at <http://www.gao.gov>.

(U) GAO

(U) Report No. GAO-15-543, “DOD Should Improve Information Sharing and Oversight to Protect U.S. Installations,” July 2015

(U) The GAO found that DoD Instructions related to force protection did not incorporate insider threat considerations. Specifically, DoD Instruction 6055.17 establishes policy and prescribes procedures for developing, implementing, and sustaining installation EM programs at DoD installations worldwide for all-hazards threats; however, the Instruction does not explicitly reference insider threats.

(U) Army

~~(FOUO)~~ Report No. A-2015-0026-MTP, "Army Installation-Level Actions to Address Fort Hood Report Recommendations," February 4, 2015

~~(FOUO)~~ [Redacted]

~~(FOUO)~~ Report No. A-2013-0025-MTP, "Army Headquarters-Level Actions to Implement Fort Hood Recommendations," December 18, 2012

~~(FOUO)~~ [Redacted]

(U) Appendix B

(U) Locations in USAFRICOM Area of Responsibility

Location	Assigned DoD Component	DoD Location Population Permanent and Rotational	Examples of DoD Equipment at Location	EM Program ¹
[Redacted Content]				

(U) Location	Assigned DoD Component	DoD Location Population Permanent and Rotational	Examples of DoD Equipment at Location	EM Program ¹
[Redacted Content]				

(U) Location	Assigned DoD Component	DoD Location Population Permanent and Rotational	Examples of DoD Equipment at Location	EM Program ¹
[Redacted Content]				

(U) Location	Assigned DoD Component	DoD Location Population Permanent and Rotational	Examples of DoD Equipment at Location	EM Program ¹
[Redacted Content]				

(U) Location	Assigned DoD Component	DoD Location Population Permanent and Rotational	Examples of DoD Equipment at Location	EM Program ¹
[Redacted Content]				

¹ (U) According to USAFRICOM and Military Department EM officials.

² (U) Indicates the type of equipment in the location's steady state, not what the base is capable of holding.

(U) Source: The DoD OIG.

(U) Management Comments

(U) Energy, Installations, and Environment



ENERGY,
INSTALLATIONS,
AND ENVIRONMENT

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ASSISTANT SECRETARY OF DEFENSE

3400 DEFENSE PENTAGON
WASHINGTON, DC 20301-3400

JAN 17 2018

MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL

THROUGH: Director, Acquisition Resources and Analysis *7/25 1/18/18*

SUBJECT: Response to DoDIG Draft Report on DoD Emergency Management Programs in the U.S. Africa Command (Project No. D2017-D000RE-0066.000)

As requested, I am providing responses to the general content and recommendations contained in the subject report.

(U) Recommendation 7a:

The Deputy Assistant Secretary of Defense (Environment, Safety and Occupational Health) update DoD Instruction 6055.17 to require DoD Components to complete risk assessments at all locations worldwide to determine whether locations require an emergency management program and report the results of the assessments to the responsible Combatant Command. The update should also include instructions for determining which DoD Components are responsible for completing the risk assessment and determining whether a location requires an emergency management program.

(U) Response:

Partially concur. We appreciate the DoDIG highlighting issues within U.S. Africa Command (USAFRICOM), however it is not clear whether the existing (and recently updated) guidance is deficient. Therefore, this recommendation may not be appropriate or effective for all DoD Components, worldwide. We will work through the Emergency Management Steering Group (EMSG) to characterize any gaps in the recently published DoD Instruction 6055.17 and determine if additional or updated guidance is required.

(U) Recommendation 7b:

The Deputy Assistant Secretary of Defense (Environment, Safety and Occupational Health) issue interim guidance until the Instruction is updated that requires DoD Components to evaluate all locations worldwide to determine the need for an emergency management program.

(U) Response:

Partially concur. As with recommendation 7a, we will work through the EMSG to characterize the issue. If additional or updated guidance is necessary, it will be issued.

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(U) Recommendation 7c:

The Deputy Assistant Secretary of Defense (Environment, Safety and Occupational Health) develop an assessment process to ensure that DoD Components are effectively and consistently applying and integrating the DoD emergency management program.

(U) Response:

Non-concur. In accordance with DoD Instruction 6055.17, DoD Component heads are responsible for implementing and assessing compliance of EM Programs effectively at all organizational levels, therefore an additional assessment process is both redundant and unnecessary.

FOR  
Lucian Niemeyer PDASD (EIE)

UNCLASSIFIED

(U) U.S. Africa Command



~~SECRET~~

HEADQUARTERS
UNITED STATES AFRICA COMMAND
UNIT 29951
APO AE 09751-9951



DJ3

17 January 2018

MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL

SUBJECT: Response to Draft Report: DoD Emergency Management (EM) Programs in the US Africa Command

1. (U) In response to Department of Defense (DoD) Inspector General (IG) request, Headquarters, United States Africa Command (HQ USAFRICOM) provides the following response to eight (8) recommendations identified in the Draft Report for DoD EM Program audit.
2. (U) Recommendation 1-2: HQ USAFRICOM endorses and agrees with Commanding Officer, [REDACTED] memorandum dated 29 Dec 2017 (see Attachment 1).
3. (U) Recommendation 3-6: HQ USAFRICOM endorses and agrees with Director, Logistics, Engineering and Force Protection memorandum dated 12 Jan 2018 (see Attachment 2).
4. (U) Recommendation 7: HQ USAFRICOM agrees with Deputy Assistant Secretary USD (AT&L) intent for DoDI 6055.17 to provide sufficient flexibility to enable DoD Component Heads to determine what the appropriate level of EM program for assigned locations. NLT 31 Dec 2018, HQ USAFRICOM will work with USD (AT&L) to provide updated DoDI 6055.15 language which supports the following position(s):
 - a. (U) Geographic Combatant Commands (GCC) maintain Theater Posture Plans (TPP) to characterize posture locations. The TPP is an authoritative source document and can be leveraged to identify EM program requirements.
 - b. (U) Within the HQ USAFRICOM TPP, Military Departments are assigned Base Operating Support-Integrator (BOS-I) responsibilities which includes coordinating emergency management activities (see JP 4-04). As the "installation" owner, Military Departments are best positioned to categorize and tailor the level of EM program required for their posture location(s).
 - c. (U) Combatant Commanders (CCDRs), in accordance with DoDI 6055.17, para 2.13.b, are tasked to provide EM policy oversight within the Command's area of responsibility and interest. In that capacity, the CCDR retains the authority to impose more stringent EM program requirements but not less than those requirements the Services mandate for their "installations".
 - d. (U) Where an "installation" may not warrant a fully developed EM program in accordance with DoDI 6055.17, HQ USAFRICOM endorses the requirement outlined in Section 1910.38 of Title 29, Code of Federal Regulations, which mandates minimum Emergency Action Plan requirements for posture locations.

"10 Years of Partnership: Going Further Together"

~~SECRET~~

~~SECRET~~

SUBJECT: Response to Draft Report for DoD EM Program

5. (U) Recommendation 8: We agree HQ USAFRICOM, not Chief, J34 Protection, is required to implement a Command emergency management program. By 31 Dec 2018, HQ USAFRICOM will work to meet the spirit and intent of DoDI 6055.17 within the timeframe, resources, and priorities established by the Command.

6. (U) Should you have any questions please refer them to my POC: [REDACTED]

William P. West
WILLIAM P. WEST
Brigadier General, USAF
Deputy Director of Operations, J3

Attachments:

1. [REDACTED]
2. [REDACTED]

cc:
HQ AFAP, A4
HQ NAVAF, N4

~~SECRET~~

(U) Civil Engineer Readiness Division

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

18 January 2018

MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL

FROM: AF/A4CX

SUBJECT: Draft Report for DoD Emergency Management Programs in the U.S. Africa Command (Project D2017-D000RE-006)

In response to Recommendation 3, we are currently in the process of revising Air Force Manual 10-2502, and expect publication of the final document not later than 30 May 2018. Specific management comments are attached.

If you have any questions or concerns with our comments, please contact [REDACTED]

HASBERRY.VALERIE. L.1111174209
Digitally signed by HASBERRY.VALERIE.L.1111174209
Date: 2018.01.18 15:17:48 -05'00'

VALERIE L. HASBERRY, Col, USAF
Chief, Civil Engineer Readiness Division
DCS/Logistics, Engineering & Force Protection

Attachment: Management Comments

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Department of Defense Inspector General
DoD Emergency Management Programs in the U.S. Africa Command
(Project No. D2017-D000RE-0066.000)

Recommendation.

3. (U) We recommend that the Chief, Civil Engineer Readiness Division, U.S. Air Forces Headquarters, finalize the update to Air Force Manual 10-2502, "Air Force Incident Management Systems (AFIMS) Standards and Procedures," September 26, 2011.

Management Comments:

3. (U) Concur. AFMAN 10-2502 is in the process of being rewritten. The AFMAN has begun the staff coordination process, and we expect publication of the revised AFMAN 10-2502 not later than 30 May 2018.

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(U) Navy Region Europe, Africa, Southwest Asia



~~SECRET~~
DEPARTMENT OF THE NAVY
COMMANDER
NAVY REGION EUROPE, AFRICA, SOUTHWEST ASIA
PSC 817 BOX 108
FPO AE 09622-0108

1200
Ser N00/S001
11 Jan 18

FIRST ENDORSEMENT on [REDACTED] 200 Ser N03CJ/S003 of 29 Dec 2017

From: Commander, Navy Region Europe, Africa, Southwest Asia
To: DoD Inspector General
Via: (1) Commander, Navy Installations Command
(2) Deputy Chief of Naval Operations, Fleet Readiness and Logistics (N4)
(ATTN: Director, Shore Readiness Division (N46))

Subj: (S) [REDACTED]

Ref: (a) (S) [REDACTED]
Project No. D2017-D000RE-0066 000

(b) (S) [REDACTED]

1. (C) Recommendation 1.a. 'We recommend that the Installation Commanding Officer (ICO), [REDACTED] ensure emergency management (EM) personnel can appropriately train for and respond to [REDACTED]

a. (S) [REDACTED]

2. (U) Recommendation 1.b. 'We recommend that the ICO, [REDACTED] verify that incoming personnel assigned to the EM office at [REDACTED] have received required EM training outlined in DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017, and Commander, Navy Installations Command Instruction (CNIC) 3440.17, "Navy Installation Emergency Management (EM) Program," January 23, 2006, and require completion of training within one month for staff without the required EM training.'

a. (U) Response: The region concurs with the Installation's 'agree' with the following additional comments:

b. (U) Region will request from Africa Command (AFRICOM) (as the 'requirements owner), through Naval Forces Africa (NAVAF), to include enroute training required for EM staff personnel in accordance with CNIC 3440.17.

~~SECRET~~

- c. (U) Region will request through CNIC to have the EOC IMT Team Trainer course of instruction with-in 30-days of 50% or more of the IMT turning over that will be in accordance with the DRAFT CNIC 3440.17 that is up for signature this month.
- 3. (U) Recommendation 1.c. 'We recommend that the ICO [REDACTED] review and if appropriate, sign any EM-related support agreements revised as a result of the annual reviews.'
 - a. (U) Response: The region concurs with the Installation's 'agree' with the following additional comments.
 - b. (U) Region N37 will track progress and sustainment of these actions through the Region's Command Inspection Program (CIP) as a line item on the EM program assessment checklist (EMOP-10-O).
- 4. (U) Recommendation 2. 'We recommend that the Installation Emergency Manager, [REDACTED] establish procedures to ensure EM-related support agreements are annually reviewed and documented by the responsible offices.'
 - a. (U) Response: The Region concurs with the Installation's 'agree' with the following additional comments.
 - b. (U) Region N37 will track progress and sustainment of these actions through the Region's CIP as a line item on the EM program assessment checklist (EMOP-11-O).
- 5. (U) POC: [REDACTED]


R. L. WILLIAMSON

~~Derived from: Multiple Sources~~
~~Declassify on: OADR, 11 JAN 2027~~

(U) U.S. Air Forces Europe-Africa



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**DEPARTMENT OF THE AIR FORCE
UNITED STATES AIR FORCES IN EUROPE
UNITED STATES AIR FORCES AFRICA**

11 February 2018

MEMORANDUM FOR USAFRICOM/J3

FROM: USAFE-AFAFRICA/A4

(U) SUBJECT: DOD IG Audit - USAFRICOM Installation Emergency Management Program

(U) 1. DoD IG conducted an audit on USAFRICOM's Installation Emergency Management Program (IEMP) from December 2016 – December 2017. This memo discusses the draft DOD IG findings with respect to Command Emergency Management (EM) Functional Manager (FM), U.S. Air Forces Europe-Africa (USAFE-AFAFRICA). DoD IG provided eight recommendations. The Command EM FM, USAFE-AFAFRICA had two (2) recommendations requiring comments.

(U) 2. The Command EM FM, USAFE-AFAFRICA, should implement procedures to track required training for EM personnel, including the EM Senior Leader Orientation training (Recommendation 4.a).

(U) Recommendation 4.a: USAFE-AFAFRICA/A4 agrees with the recommendation. The Command EM FM directed 435 AEW EM installation emergency managers to utilize the AF directed program of record, ARIS, to track all EM related training by 1 August 2018.

~~(S)~~ 3. EM FM, U.S. USAFE-AFAFRICA, should review the EM programs at [REDACTED] for weaknesses and ensure the installations' EM programs comply with DoD Instruction 6055.17 (Recommendation 4.b).

~~(S)~~ Recommendation 4.b: [REDACTED]

(U) 4. If you have any questions please contact my Action Officer [REDACTED]

Roy-Alan C. Agustin
ROYALAN C. AGUSTIN
Brigadier General, USAF
Director, Logistics, Engineering and
Force Protection

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(U) [Redacted]

Final Report Reference

 ~~SECRET~~
DEPARTMENT OF THE NAVY
[Redacted]

1200
Ser N03CF/S004
29 Dec 2017

From: Commanding Officer [Redacted]
To: DoD Inspector General
Via: (1) Commander, U.S. Navy Region Europe, Africa, and Southwest Asia
(2) Commander, U.S. Naval Forces Africa
(3) Commander, U.S. Africa Command

Subj: ~~(S)~~ RESPONSE TO INSPECTOR GENERAL REPORT ON EMERGENCY MANAGEMENT PROGRAM AT [Redacted]

Ref: (a) ~~(S)~~ DoD Emergency Management Programs in the U.S. Africa Command, December 5th, 2017, Project No. D2017-D000RE-0066.000

1. (C) Recommendation 1.a. We recommend that the Installation Commander, [Redacted] ensure emergency management personnel can appropriately train for and respond to [Redacted]

a. ~~(S)~~ Response: [Redacted]

b. (U) [Redacted] Navy overseas installations are (to be) outfitted with their full complement of [Redacted] equipment... for "...shore-based forces that are required to operate in a potentially high threat [Redacted] area." It goes on to say that USFFC, CNIC and the COCOM are designated as requirements generators.

c. ~~(U//FOUO)~~ The CNO Mission Assurance Assessment report for [Redacted] (13 January 2017) states that [Redacted] release are both low threats based on the All-Hazards Threat Assessment. We have no knowledge of any change to the current threat assessment.

[Redacted]

[Redacted]

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Revised, redirected, and renumbered Recommendation 1.A as Recommendation 9

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Subj: ~~(S)~~ RESPONSE TO INSPECTOR GENERAL REPORT ON EMERGENCY MANAGEMENT PROGRAM AT [REDACTED]

f. ~~(S)~~ [REDACTED]

g. ~~(U)~~ [REDACTED]

2. (U) Recommendation 1.b. We recommend that the Installation Commander, [REDACTED] verify that incoming personnel assigned to the emergency management office at [REDACTED] have received required emergency management training outlined in DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017, and Command, Navy Installations Command Instruction 3440.17, "Navy Installation Emergency Management (EM) Program," January 23, 2006, and require completion of training within one month for staff without the required emergency management training.

a. (U) Response: Agree. Training for incoming personnel assigned to the emergency management office does not meet requirements as outlined in DoD Instruction 6055.17 and CNIC 3440.17. Some of the required emergency management training courses must be taught in a class room setting or are designed as a team trainer on the installation [REDACTED] does not have the capabilities, nor authority, to teach required in-person or team training courses organically and cannot ensure these courses will be completed within 30 days of reporting. [REDACTED] will ensure incoming emergency management personnel complete required online courses, will identify class room training to attend and request a quota in identified courses within 30 days of arrival at [REDACTED]

b. (U) [REDACTED] requested the inclusion of required courses in orders for incoming emergency management personnel as part of the Global Force Management Allocation Plan (GFMAP) on December 19th, 2017. REGION EURAFSWA Emergency Management program will request enroute training through the request for forces (RFF) process so that personnel relieving current [REDACTED] Emergency Management staff receive required training by December 2018.

3. (U) Recommendation 1.c. We recommend that the Installation [REDACTED] review and if appropriate, sign any emergency management-related support agreements revised as a result of the annual reviews.

a. (U) Response: Agree. The installation Emergency Management Officer and Installation Fire Chief met with the French Fire Chief on 23 August 2017 to review a drafted support agreement. Further support agreements will be considered, and if appropriate, routed for signature by 30 Jun 2018.

4. (U) Recommendation 2. We recommend that the Installation Emergency Manager, [REDACTED] establish procedures to ensure emergency management-related support agreements are annually reviewed and documented by the responsible offices.

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Subj: ~~(S)~~ RESPONSE TO INSPECTOR GENERAL REPORT ON EMERGENCY MANAGEMENT PROGRAM AT [REDACTED]

a. (U) Response: Agree. The Installation Emergency Management Officer will include procedures to ensure the annual review and documentation of emergency-related support agreements in Support Annex 1 of the installation Emergency Management Plan by 28 February 2018.

5. (U) POC: [REDACTED]

Nancy S. Lacore
N.S. LACORE

~~Derived from: Multiple Sources~~
~~Declassify on: OADR, 29 Dec 2027~~

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(U) 435th Air Expeditionary Wing



CLASSIFICATION: **UNCLASSIFIED**
DEPARTMENT OF THE AIR FORCE
435TH AIR GROUND OPERATIONS WING (USAFE)
435TH AIR EXPEDITIONARY WING (AFAFRICA)
RAMSTEIN AIR BASE GERMANY

27 February 2018

MEMORANDUM FOR DEPARTMENT OF DEFENSE/IG

FROM: 435 AEW/CC

SUBJECT: DOD IG Audit - USAFRICOM Installation Emergency Management Program

1. DoD Inspector General (IG) conducted an audit on USAFRICOM's Installation Emergency Management Program from December 2016 – December 2017. This memo discusses the draft DOD IG findings with respect to 435 Air Expeditionary Wing (AEW) Office of Emergency Management (EM). The DoD IG provided several recommendations which fall under the 435 AEW EM program scope of responsibility, specifically recommendations 5.a-i and recommendations 6.a-b.

2. I concur with recommendations, but have the following additional comments in some instances. Also, since January 2018 a dedicated Installation Emergency Manager has not been assigned to the inspected location. However, actions have been taken to correct and implement the IG's recommendations.

3. DOD IG inspection team recommends that the Installation Commander, [REDACTED]
- a. **Recommendation 5.a:** Use Air Force Manual 10-2502, "Air Force Incident Management Systems (AFIMS) Standards and Procedures," when finalized by U.S. Air Forces, Headquarters to categorize [REDACTED] personnel and provide the milestones for completion
 - (1) **Concur with Comment:** Action complete – USAF HHQ has not published service guidance for personnel categorization. Until HHQ publish guidance local CC cannot implement.
 - b. **Recommendation 5.b:** Ensure emergency management officials, [REDACTED] develop a communications plan.
 - (1) **Concur:** Action Complete – The communications plan memo has been published and distributed to all [REDACTED] members.
 - c. **Recommendation 5.c:** Establish an Emergency Management Working Group in accordance with DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017.
 - (1) **Concur.** Action Complete - Topics required by AFI 10-2501 are briefed and discussed quarterly during squadron staff meetings, all AFI required attendees are present.
 - d. **Recommendation 5.d:** The installation commander at [REDACTED] develops a multiyear exercise plan and establishes an exercise evaluation team.
 - (1) **Concur:** Action Complete – The installation commander will develop an annual emergency management exercise plan based on current location threats. The first exercise is scheduled for March 2018 and will include all disaster response force members at [REDACTED]

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e. **Recommendation 5.e:** Establish a process to ensure the exercise evaluation team: documents its evaluations in after-action reports, develops a corrective action plan, and implements the recommended improvements.

(1) **Concur with Comment:** Action Complete - Local SMEs are appointed to evaluate exercises based on the current threat and availability. All exercises are documented and after action reports with recommendations and areas of improvements have been completed.

f. **Recommendation 5.f:** Complete a capability risk assessment, reevaluate and update the hazard and threat, vulnerability, and criticality risk assessments for [REDACTED] and develop procedures to ensure all risk assessments are annually reevaluated and updated before the emergency management plan is updated.

(1) **Concur:** Action Incomplete – This is an ongoing process to complete these assessments.

g. **Recommendation 5.g:** Evaluate the [REDACTED] and ensure they are in line with the updated [REDACTED] risk assessments.

(1) **Concur with Comment:** Action complete – [REDACTED] threat area. The Exercise schedule will ensure emergency responders capabilities are in line with the risk assessment.

h. **Recommendation 5.h:** The Installation Commander at [REDACTED] establishes an Emergency Operations Center (EOC) and ensures that EOC personnel develop and maintain a common operating picture for the installation.

(1) **Concur with Comment:** Action complete – A base control center does exist that satisfies EOC responsibilities. The Command Post (CP) and Base Defense Operation Center (BDOC) maintain a list of all POCs on base. If the Incident Commander requires support on scene of an incident, the CP or BDOC serves as his/her reach back.

i. **Recommendation 5.i:** Ensure that the emergency management plan for [REDACTED] is accurate and executable before approving the plan.

(1) **Concur:** Action Complete - The plan was last updated in October 2017. However, based on the gapped EM position, the process of keeping the plan updated and executable is ongoing.

4. DODIG inspection team recommends that the Installation Emergency Manager, [REDACTED]

a. **Recommendation 6.a:** Update the [REDACTED] emergency management plan to reflect the installation-specific emergency response capabilities of [REDACTED]

(1) **Concur:** Action Complete - The Installation Emergency Management Plan was updated in October 2017 and encompasses the specific response capabilities of [REDACTED]

b. **Recommendation 6.b:** Establish procedures to validate that the responsible office annually reviews and documents the Fire and Emergency Services Support Agreement between [REDACTED] and any future support agreements.

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(1) Concur: Action Complete – Emergency services support agreements are in place between [REDACTED]. The agreements were last reviewed in July 2017 and reviews are scheduled for each deployment cycle.

5. If you have any questions, please contact my Action Officer, [REDACTED].



MATHEW C. VILLELLA, Colonel, USAF
Vice Commander

CLASSIFICATION: **UNCLASSIFIED**

(U) List of Classified Sources

Source 1: (U) United States Africa Command. FY17 Theater Posture Plan.
October 10, 2016. Declassify on: October 1, 2026 (Document classified
Secret//NOFORN)

Source 2: (U) Chief of Naval Operations Mission Assurance Assessment [REDACTED]
[REDACTED] Africa. May 23-27, 2016. Declassify On: 13 January 2042
(Document classified Secret//NOFORN)

(U) Acronyms and Abbreviations

- (U) [REDACTED] [REDACTED]
- (U) [REDACTED] [REDACTED]
- (U) **CJTF-HOA** Combined Joint Task Force–Horn of Africa
- (U) [REDACTED] [REDACTED]
- (U) **CNIC** Commander, Navy Installation Command
- (U) **EM** Emergency Management
- (U) **EOC** Emergency Operations Center
- (U) **USAFRICOM** U.S. Africa Command
- (U) **USD(AT&L)** Under Secretary of Defense for Acquisition, Technology, and Logistics

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U.S. DEPARTMENT OF DEFENSE

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