

INSPECTOR GENERAL

U.S. Department of Defense

DECEMBER 21, 2017





INTEGRITY ★ EFFICIENCY ★ ACCOUNTABILITY ★ EXCELLENCE

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INTEGRITY * EFFICIENCY * ACCOUNTABILITY * EXCELLENCE

Mission

Our mission is to provide independent, relevant, and timely oversight of the Department of Defense that supports the warfighter; promotes accountability, integrity, and efficiency; advises the Secretary of Defense and Congress; and informs the public.

Vision

Our vision is to be a model oversight organization in the Federal Government by leading change, speaking truth, and promoting excellence—a diverse organization, working together as one professional team, recognized as leaders in our field.



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SECRET



(U) DoD Antiterrorism Programs

(U) December 21, 2017

(U) Objective

(U) We determined the effectiveness of the antiterrorism programs at DoD installations. Specifically, we determined whether DoD installations were optimizing existing resources to achieve efficiencies to mitigate the risk of injury, death, or damage to DoD infrastructure on installations due to a terrorist incident. We nonstatistically selected antiterrorism programs at Marine Corps Base (MCB) Camp Lejeune, North Carolina;

and Peterson Air Force Base (AFB), Colorado to review.

(U) Background

(U) The DoD defines antiterrorism programs as "collective, proactive effort[s] focused on the prevention and detection of terrorist attacks against DoD personnel, their families, facilities, installations, and associated infrastructure critical to mission accomplishment as well as the preparations to defend against and plan for the response to the consequences of terrorist incidents."

(U) Commanders are required to develop an antiterrorism program that integrates force protection programs, including physical security, law enforcement, and emergency management, to prevent or minimize redundant programs and protect against terrorist attacks.

(U) Background (cont'd)

(U) To determine the effectiveness of the antiterrorism programs on these installations, we interviewed antiterrorism, physical security, law enforcement, and emergency management officials and reviewed antiterrorism plans to determine if the installation antiterrorism program included physical security, law enforcement, and emergency management programs in the antiterrorism plan; exercise documentation to determine how the installation antiterrorism program used resources from the physical security, law enforcement, and emergency management programs to conduct installation exercises; and antiterrorism working group meeting minutes and threat working group meeting minutes to determine whether physical security, law enforcement, and emergency management representatives participated in working groups.

(U) Finding

(FOUO) We determined that Peterson AFB and MCB Camp Lejeune had effective antiterrorism programs;

Specifically, the antiterrorism officers (ATOs) at Peterson AFB and MCB Camp Lejeune included force protection programs, such as physical security, law enforcement, and emergency management, in their antiterrorism programs to achieve efficiencies to mitigate risk. In addition, the ATOs at Peterson AFB and MCB Camp Lejeune implemented the minimum required elements of a DoD antiterrorism program (risk management, planning, training and exercises, resource application, and comprehensive antiterrorism program review). The ATOs at these two installations also tracked the mitigation status of antiterrorism vulnerabilities.

(FOUO) Although we considered the MCB Camp Lejeune antiterrorism program effective, we determined that Marine Corps installations, including MCB Camp Lejeune, PER OSD/JS (6) (7)(F). PER USMC (6) (5). (6) (7)(E)



(U) DoD Antiterrorism Programs

Finding (cont'd)



 $^{^{\}mbox{\scriptsize 1}}$ (U) Installation tenants occupy property supported by the host installation.



(U) DoD Antiterrorism Programs

(U) Recommendations

(U) We recommend that the Under Secretary of Defense for Policy conduct a review to ensure that the Services are tracking the mitigation status of installation vulnerabilities in the DoD-required assessment database of record.

(U) We recommend that the Deputy
Commandant for Plans, Policies, and
Operations, U.S. Marine Corps, PER USMC (b) (5)
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We recommend that the Commanding Officer PER OSD/JS. (b) (1). 1-4(g). PER (1). (b) (7)(E).

(U) Management Comments and Our Response

(U) The Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps and the Commanding Officer, Dod Olg. (b) (7)(F) did not respond to the recommendations in the report. Therefore, the recommendations are unresolved. We request that the Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps and the Commanding Officer, Dod Olg. (b) (7)(F) provide comments on the final report by January 22, 2018.

(U) The Principal Director for Defense Continuity, Domestic Counterterrorism, and Mission Assurance, responding for the Under Secretary of Defense for Policy, agreed with the recommendation to review the requirements to track the mitigation status of identified vulnerabilities in the DoD database of record. Therefore, the recommendation is resolved and will be closed once we verify the review has been completed.

(U) The Deputy Provost Marshal General, Headquarters, Department of the Army, responding for the Commanding General, ARMY (1917) (1917)
agreed with the recommendation (b) (7)(E).
Therefore, the recommendation is resolved. We will close the
recommendation when we verify that PER ARMY: (b) (7)(E). (b) (7)(F)

Although the Deputy Provost Marshal General agreed with the recommendation to PER OSDUS: (b) (1), 1-4(g), PER ARNIY: (b) (7)(E), (b) (7)(F)

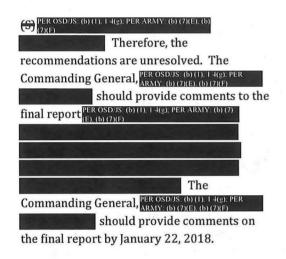
. In addition, the Deputy Provost Marshal General did not address the recommendation to (ED. (b) (7) (ED. (b) (7) (ED. (d) (7) (ED. (d)

² (U) On November 17, 2016, the Office of the Under Secretary of Defense for Policy issued DoD Instruction O-2000.16, volume 1, "DoD Antiterrorism (AT) Program Implementation: DoD AT Standards," and canceled DoD Instruction 2000.16, "DoD Antiterrorism (AT) Standards." We determined that the update did not include any significant changes that would affect our findings and conclusions.



(U) DoD Antiterrorism Programs

Comments (cont'd)



(U) Please see the Recommendations Table on the next page.

(U) Recommendations Table

Management	Recommendations Unresolved	Recommendations Resolved	Recommendations Closed
Under Secretary of Defense for Policy	None	1	None
Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps	2	None	None
Commanding Officer, Dod Old (b) (7)(F)	3.a, 3.b, 3.c	None	None
Commanding General, Dod OIG: (b) (7)(F)	3.a, 3.c	3.b	None

- (U) Please provide Management Comments by January 22, 2018.
- (U) The following categories are used to describe an agency management's comments to individual recommendations.
 - (U) Unresolved Management has not agreed to implement the recommendation 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 The DoD OIG verified that the agreed-upon corrective actions were implemented.



INSPECTOR GENERAL DEPARTMENT OF DEFENSE

4800 MARK CENTER DRIVE ALEXANDRIA, VIRGINIA 22350-1500

December 21, 2017

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- (U) DIRECTOR, JOINT STAFF
- (U) NAVAL INSPECTOR GENERAL
- (U) AUDITOR GENERAL, DEPARTMENT OF THE AIR FORCE
- (U) AUDITOR GENERAL, DEPARTMENT OF THE ARMY
- (U) SUBJECT: DoD Antiterrorism Programs (Report No. DODIG-2018-046)

we are providing this report for review and comment. Peterson Air Force Base and
Marine Corps Base Camp Lejeune had effective antiterrorism programs; ARMY: (b) (7) (E) (b) (7) (F)
PER OSD/JS: (b) (1), 1 4(g); PER ARMY: (b) (7)(E), (b) (7)(F)
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Although
we considered the Marine Corps Base Camp Lejeune antiterrorism program effective, we
determined that Marine Corps installations, including Marine Corps Base Camp Lejeune, were
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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 Principal Director for Defense Continuity, Domestic Counterterrorism, and Mission
Assurance, responding for the Under Secretary of Defense for Policy, addressed the specifics of
Recommendation 1 and conformed to the requirements of DoD Instruction 7650.03; therefore, we
do not require additional comments. Comments from the Deputy Provost Marshal General,
Headquarters, Department of the Army, responding for the Commanding General, Department of the Army, responding for the Commanding General,
, addressed Recommendation 3.b and conformed to the requirements of
DoD Instruction 7650.03; therefore, we do not require additional comments. Comments from the

Deputy Provost Marshal General, Headquarters, Department of the Army, responding for the

conform to the requirements of DoD Instruction 7650.03; the Deputy Provost Marshal General

Commanding General, Dod Old (b) (7)(F)

, for Recommendation 3.a did not

(U) did not address Recommendation 3.c; therefore, we require additional comments. The Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps; and the Commanding Officer,
did not respond to the recommendations in the report. Therefore, we request
that the Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps, provide
comments on Recommendation 2; the Commanding Officer, Dod Olg: (b) (7)(F)
comments on Recommendations 3.a, 3.b, and 3.c; and the Commanding General, Dold Old (b) (7)(F)
, provide comments on Recommendations 3.a, and 3.c by January 22, 2018.
(U) Please send a PDF file containing your unclassified and FOUO responses to audrco@dodig.mil.
Please indicate whether any classified or FOUO information is included in your response, and if
so, please portion mark that information as appropriate. Copies of your comments must have the
actual signature of the authorizing official for your organization. For classified responses, please
send to Dod Old (b) (6) and Dod Old (b) (6) 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.
(U) We appreciate the courtesies extended to the staff. Please direct questions to me at
. If you desire, we will provide a formal briefing on the results.

Carol N. Gorman

Assistant Inspector General Readiness and Cyber Operations

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(U) Introduction

(U) Objective

(U) Background

(U) According to DoD Instruction (DoDI) O-2000.16, volume 1, "DoD Antiterrorism (AT) Program Implementation: DoD AT Standards," November 17, 2016, the antiterrorism program is one of the security-related programs under the DoD's overarching Combating Terrorism and Force Protection program. The DoD defines antiterrorism programs as "collective, proactive effort[s] focused on the prevention and detection of terrorist attacks against DoD personnel, their families, facilities, installations, and associated infrastructure critical to mission accomplishment as well as the preparations to defend against and plan for the response to the consequences of terrorist incidents."⁴

(U) Minimum Antiterrorism Elements

(U) According to DoDI 0-2000.16, the five minimum required elements of a DoD Component antiterrorism program are risk management, planning, training and exercises, resource application, and comprehensive antiterrorism program review.

(U) Risk management is the process of systematically identifying, assessing, and managing risks arising from operational factors and making decisions that balance risk cost with mission benefits. The end product of the antiterrorism risk management process is the identification of areas and assets that are vulnerable to attack. From the assessment of risk, based upon the three critical components of antiterrorism risk management (threat assessment, criticality assessment, and vulnerability assessment), a commander determines which assets require the most protection and where future expenditures are required

^{3 (}U) On November 17, 2016, the Office of the Under Secretary of Defense for Policy reissued DoDI O-2000.16, volume 1, "DoD Antiterrorism (AT) Program Implementation: DoD AT Standards," and canceled DoDI 2000.16, "DoD Antiterrorism (AT) Standards." We determined that the update did not include any significant changes that would affect our findings and conclusions.

⁴ (U) Joint Publication 3-07.2, "Antiterrorism," March 14, 2014.

- (U) to minimize risk of attack or lessen the severity of an attack. DoDI 0-2000.16 requires threat assessments, criticality assessments, and vulnerability assessments to be conducted or updated at least annually. Threat assessments focus on the full range of known or estimated terrorist capabilities in the commander's area of responsibility. Criticality assessments provide commanders a prioritized list of assets based on the necessity for mission completion. Vulnerability assessments determine the susceptibility to attack by the broad range of terrorist threats against personnel and assets. The results of the vulnerability assessment provide a basis for determining options to eliminate or mitigate vulnerabilities.
- (U) **Antiterrorism plans** contain command-specific guidance for the establishment of an antiterrorism program and the implementation of the antiterrorism standards.
- (U) **Training and exercises** include developing individual, leader, and collective skills, and conducting comprehensive exercises to validate antiterrorism plans for the continuity of essential military operations.
- (U) Resource application is the process of applying risk management to
 vulnerabilities. If the resultant risk is not acceptable after applying mitigation
 measures, the vulnerability is elevated with a funding request. Central to the
 success of resource application is tracking and managing vulnerabilities, and
 ensuring sufficient funding for identified antiterrorism program lifecycle costs
 and assessed shortfalls to mitigate risk associated with terrorist capabilities.
- (U) Comprehensive antiterrorism program reviews evaluate the effectiveness of the antiterrorism program. DoDI 0-2000.16 requires comprehensive antiterrorism program reviews to be conducted by all commanders who are required to establish antiterrorism programs. Antiterrorism officers (ATOs) and higher headquarters personnel conduct reviews to evaluate all mandatory antiterrorism program elements and assess the viability of antiterrorism plans in view of local operational environment constraints and conditions that may be exploited by terrorists. A comprehensive antiterrorism program review may be conducted as a Higher Headquarters Assessment, Joint Staff Integrated Vulnerability Assessment, or Joint Mission Assurance Assessment. A Higher Headquarters Assessment is an overall evaluation of how an organization is managing its antiterrorism program. A Joint Staff Integrated Vulnerability Assessment is a "vulnerability-based" evaluation of an installation's ability to deter or respond to a terrorist incident. A Joint Mission Assurance Assessment is conducted to help identify vulnerabilities and recommend options to reduce risk and improve mission assurance.

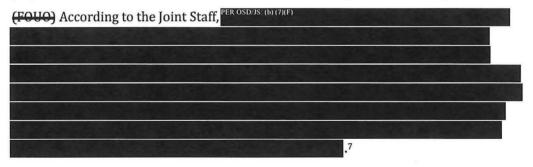
(U) Antiterrorism Roles and Responsibilities

(U) DoDI 2000.12 states that geographic combatant commanders have tactical control⁵ for force protection over all DoD personnel within their geographic areas of responsibility.⁶ U.S. Northern Command is the geographical combatant command with tactical control for force protection for the four installations included in the audit.

(U) DoDI 0-2000.16 states that the ATO is the principal military or civilian advisor responsible for managing the antiterrorism program for an installation commander. The ATOs are required to ensure installation tenants fully participate in antiterrorism programs. Additionally, ATOs are required to enter vulnerability assessment and antiterrorism program review results into the DoD-required assessment database of record (the Core Vulnerability Assessment Management Program (CVAMP) is the assessment database of record).

(U) Joint Publication 3-07.2 requires commanders to develop an antiterrorism program integrating force protection programs, including physical security, law enforcement, and emergency management, to prevent or minimize redundant programs and protect against terrorist attacks.

(U) Core Vulnerability Assessment Management Program



^{5 (}U) According to Joint Publication 1-02, "DoD Dictionary of Military and Associated Terms," November 8, 2010, tactical control is "the authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned."

⁶ (U) DoDI 2000.12, "DoD Antiterrorism (AT) Program," September 9, 2013.

⁷ (U) Joint Staff, "Official CVAMP User Reference Guide," June 10, 2015.

(U) Review of Internal Controls

(U) DoDI 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 antiterrorism programs at Control weaknesses related to the antiterrorism progr

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

(U) Finding

Peterson AFB and MCB Camp Lejeune had effective antiterrorism programs;

Specifically, the ATOs at Peterson AFB and MCB Camp
Lejeune included force protection programs, such as physical security, law enforcement, and emergency management, in their antiterrorism programs to achieve efficiencies to mitigate risk. In addition, the ATOs implemented the minimum required elements of a DoD antiterrorism program (risk management, planning, training and exercises, resource application, and comprehensive antiterrorism program review). The ATOs also tracked the mitigation status of antiterrorism vulnerabilities.

(FOUO) Although we considered the MCB Camp Lejeune antiterrorism program effective, we verified that Marine Corps installations, including MCB Camp Lejeune,

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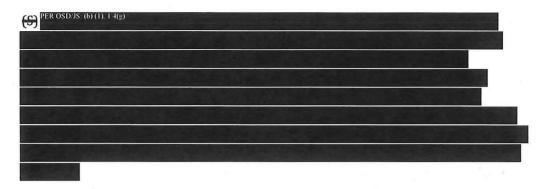
(U) Peterson AFB and MCB Camp Lejeune Had Effective Antiterrorism Programs

(U) Peterson AFB and MCB Camp Lejeune had effective antiterrorism programs. Specifically, the ATOs at those installations included force protection programs, such as physical security, law enforcement, and emergency management in their antiterrorism programs to achieve efficiencies to mitigate risk. In addition, the ATOs implemented the minimum required elements of a DoD antiterrorism program (risk management, planning, training and exercises, resource application, and comprehensive antiterrorism program review). The ATOs also tracked the mitigation status for antiterrorism vulnerabilities.

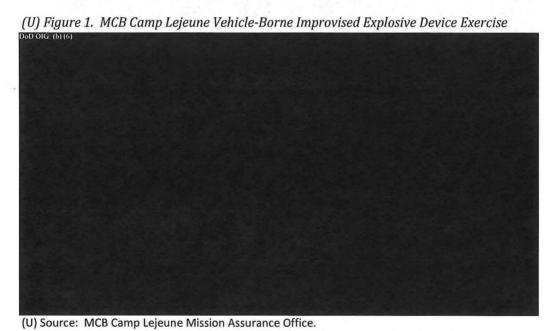
(FOUC) Although we considered the MCB Camp Lejeune antiterrorism program effective because the ATO implemented the minimum required elements of a DoD antiterrorism program, we determined that Marine Corps installations, including MCB Camp Lejeune, [FER USMIC (b) (5) (b) (7)(E)

(U) Force Protection Programs Were Included in Antiterrorism Programs

(U) Peterson AFB and MCB Camp Lejeune ATOs included force protection programs, such as physical security, law enforcement, and emergency management, in their antiterrorism programs to achieve efficiencies to mitigate risk.



(U) At MCB Camp Lejeune, the ATO included force protection program representatives in the Mission Assurance Program Council. ¹⁰ In addition, force protection program representatives participated in the antiterrorism exercise planning meetings. For example, physical security, law enforcement, and emergency management representatives attended the 2016 planning meeting for the installation's annual exercise "Urgent Response." Representatives were responsible for providing evaluators and collecting after action comments. Figure 1 shows a MCB Camp Lejeune law enforcement official conducting a vehicle-borne improvised explosive device exercise.

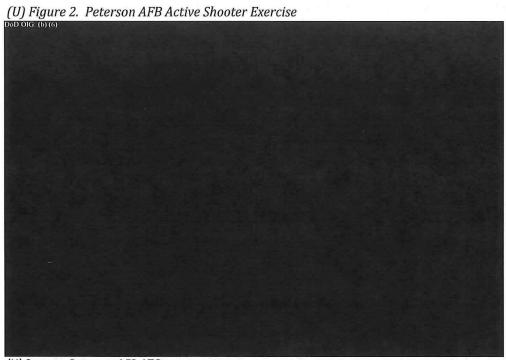


^{9 (}U) RAMs are random security measures that are implemented to complicate a terrorist group's operational planning and targeting.

^{10 (}U) The Mission Assurance Program Council oversees the ATWG and threat working group to maximize force protection and minimize risk to the terrorist threats.

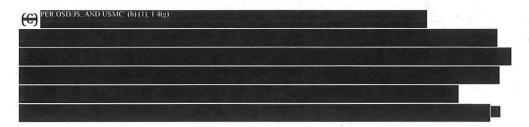
(U) Minimum Antiterrorism Elements Were Implemented

(FOUC) Peterson AFB and MCB Camp Lejeune ATOs implemented the minimum required elements of an antiterrorism program. Specifically, the ATOs conducted annual criticality and vulnerability assessments; prepared an antiterrorism plan; exercised the antiterrorism plan; tracked and documented mitigation decisions for the antiterrorism vulnerabilities reviewed; and conducted the antiterrorism program reviews. See Appendix A for our methodology to determine whether installations implemented the minimum antiterrorism elements. Figure 2 shows Peterson AFB personnel conducting an active shooter exercise.



- (U) Source: Peterson AFB ATO.
- (U) Tracking Mitigation Status of Vulnerabilities
- (U) Peterson AFB and MCB Camp Lejeune ATOs tracked the status of mitigation decisions for the antiterrorism vulnerabilities identified in higher headquarters or vulnerability assessments.

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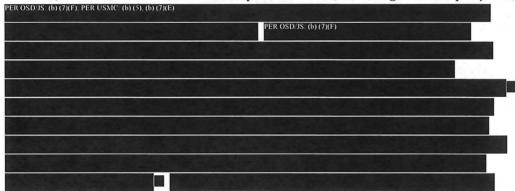


(U) Installation Tenants Were Included in the Antiterrorism Program

(U) Peterson AFB and MCB Camp Lejeune ATOs maintained up to date listings of installation tenant antiterrorism representatives to ensure tenants were included in the installation antiterrorism program. Our review of six tenants at MCB Camp Leieune and nine tenants at Peterson AFB showed that tenants were included in the antiterrorism program reviews or higher headquarters assessments. In addition, these tenants also performed antiterrorism level I training, RAMs, participated in the ATWGs or threat working groups (TWGs), and antiterrorism exercises. 12, 13

(FOUO) MCB Camp Lejeune

(FOUO) Although we considered the MCB Camp Lejeune antiterrorism program effective, we determined that Marine Corps installations, including MCB Camp Lejeune,



¹¹ (U) Marine Corps Order 3058.1, "Marine Corps Mission Assurance," October 23, 2014, states a Marine Corps Mission Assurance Assessment is an all threats and hazards risk assessment that provides base and installation commanders with a clear understanding of risk exposure. The assessment is conducted by subject matter experts.

^{12 (}U) The purpose of antiterrorism level I training is to increase awareness of terrorism and to improve an individual's ability to provide personal protective measures.

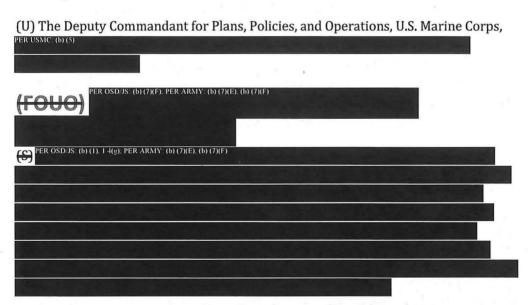
^{13 (}U) Antiterrorism representatives either stated or provided documentation supporting participation in antiterrorism program reviews or higher headquarter assessments, antiterrorism level I training, RAMs, ATWGs, and the antiterrorism exercises.

¹⁴ (U) Marine Administrative Message 618/12, "Implementation of Marine Corps Critical Asset Management System Next-Generation (MC-CAMS NG)," October 23, 2012.

^{15 (}U) Joint Staff Memorandum, "Designation of the Defense Critical Infrastructure Program Database for Storage of Task Critical Assets and Associated Baseline Elements of Information," December 5, 2016.



(U) The Under Secretary of Defense for Policy should conduct a review to ensure the Services are tracking the mitigation status of installation vulnerabilities in the DoD-required assessment database of record.



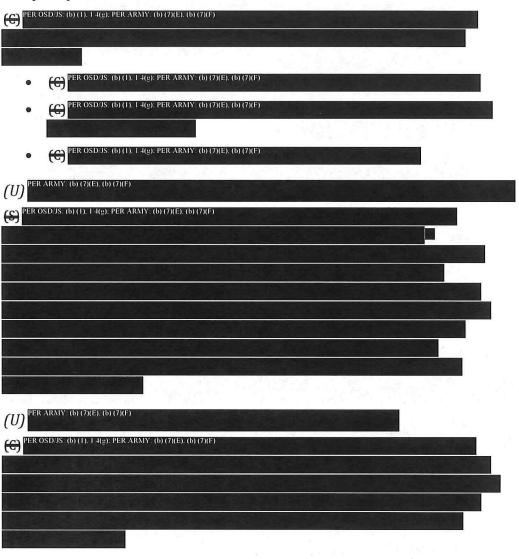
(U) Force Protection Programs Were Included In Antiterrorism Programs

- (U) The DODOIG. (b) (7)(F)

 ATOs included force protection programs, such as physical security, law enforcement, and emergency management, in their antiterrorism programs to achieve efficiencies to mitigate risk.
- (U) During our site visit to propose the Naval Criminal Investigative Service. As a result, the propose ATO convened a special TWG that included representatives from physical security, law enforcement, and emergency management. We observed the special TWG develop multiple risk mitigation strategies and prepare recommendations for the commanding Officer concerning enhanced security measures to address the threat to the installation.

(U) The pool of (b)(7) ATO included representatives from force protection programs in installation exercises. In addition, the following from force protection programs in working group meetings. For example, on September 19, 2016, representatives from physical security, law enforcement, and emergency management participated in pool of (b)(7)(F) Protection Executive Committee meeting. During the Protection Executive Committee meeting representatives discussed the full scale exercise for 2017 and the current threat assessment. 16

(U) Minimum Antiterrorism Elements Were Not Fully Implemented



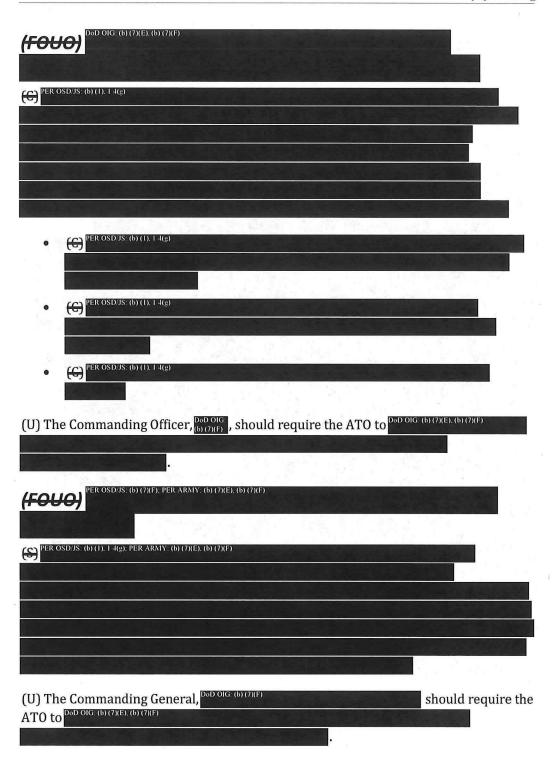
¹⁶ (U) The Protection Executive Committee provides oversight for the overall antiterrorism plan and program execution.

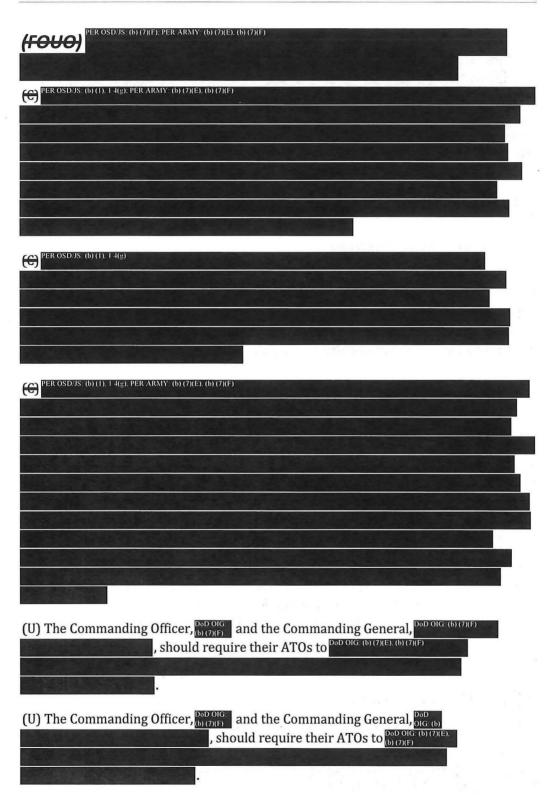
¹⁷ (U) The three critical components of antiterrorism risk management are threat, criticality, and vulnerability assessments.

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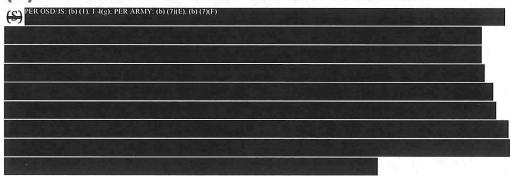
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• (G) PER OSD/JS: (b) (1), 1 +(g)	
(U) During our site visit, the (b) (7)(F) ATO stated that Dod Old: (b) (7)(E). (b) (7)(F)	
(U) Dod OIG: (b) (7)(E), (b) (7)(F)	
PER OSD/JS; (b) (1), 1-4(g); PER ARMY; (b) (7)(E), (b) (7)(F)	
经公司 计设计算法 计图像设计 经代价	
	449
(U) DoD OIG: (b) (7)(E). (b) (7)(F)	
PER OSD/JS: (b) (1), 1 4(g), PER ARMY: (b) (7)(E), (b) (7)(F)	
N. Marian Control of the Control of	
TO ARABICA PROPERTY AND AREA TO A SECOND STATE OF THE SECOND STATE	44.5.34

 $^{^{18}}$ (U) Although the ATO stated the $^{\mbox{DoD OIG. (b) } (7)(E). (b) (7)(F)}$





(U) Increased Risk Due to Terrorist Incidents



(U) Recommendations

(U) Recommendation 1

(U) We recommend that the Under Secretary of Defense for Policy conduct a review to ensure the Services are tracking the mitigation status of installation vulnerabilities in the DoD-required assessment database of record.

(U) Under Secretary of Defense for Policy Comments

(U) The Principal Director for Defense Continuity, Domestic Counterterrorism, and Mission Assurance, responding for the Under Secretary of Defense for Policy, agreed to track the mitigation status of identified vulnerabilities in the DoD database of record. The Principal Director also stated that the issue will be tracked through the Antiterrorism/Protection Working Group, under the Mission Assurance Senior Steering Group, until satisfactorily completed.

(U) Our Response

(U) Comments from the Principal Director for Defense Continuity, Domestic Counterterrorism, and Mission Assurance addressed all specifics of the recommendation; therefore the recommendation is resolved. We will close the recommendation once we verify that the review is completed and the DoD Components are tracking the mitigation status of installation vulnerabilities in the database of record.

(U) Recommendation 2

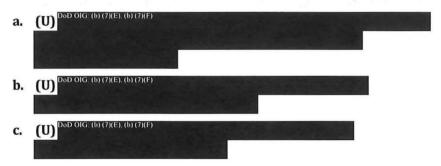
(U) We recommend that the Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps,

(U) Management Comments Required

(U) The Deputy Commandant for Plans, Policies, and Operations, U.S. Marine Corps, did not provide comments to the draft report. As a result, the recommendation remains unresolved. We request that the Deputy Commandant provide comments to the final report. We will close this recommendation after we verify that the information provided and the actions the Deputy Commandant takes fully address the recommendation.

(U) Recommendation 3

(U) We recommend that the Commanding Officer, poblic (b) (7)(F) , and the Commanding General, poblic (b) (7)(F) , require their antiterrorism officers to develop and implement procedures to:



(U) Department of the Army Comments

(U) The Deputy Provost Marshal General, Headquarters, Department of the Army, responding for the Commanding General, Dod OlG: (b) (7)(F) , agreed with Recommendations 3.a, 3.b, and 3.c, stating that (F) had been (b) (7)(E). (b) (7)

The Deputy Provost Marshal General also stated that the Dod OlG: (b) (7)(F) team, with senior leader engagement, Dod OlG: (b) (7)(F)

(U) Our Response

The Deputy Provost Marshal General, Headquarters, Department of the Army, responding for the Commanding General, PER OSD/JS (b)(1), I +(g), PER ARMY: (b)(7)(E), (b)(7)(F) , addressed all specifics for Recommendations 3.b; therefore the recommendation is resolved.

PER OSD/JS (b)(1), I +(g), PER ARMY: (b)(7)(E), (b)(7)(F)

(S) PER OSD/JS: (b) (1), 1-4(g): PER ARMY: (b) (7)(E), (b) (7)(F)	Court State of
Although the Deputy Provost	Marshal General agreed
with Recommendation 3.c, PEROSDUS: (b) (1). I 4(g). PER ARMY: (b) (7)(E). (b) (7)(F)	
	Therefore, the
Commanding General, PER OSD/JS: (b) (1). 1 4(g). PER ARMY: (b) (7)(E). (b) (7)(F)	hould provide comment
to the final report addressing PER OSD/JS: (b) (1), 1-4(g): PER ARMY: (b) (7)(E), (b) (7)(F)	
THE RESERVE OF THE PERSON OF T	A STATE OF THE STA
(U) Management Comments Required	
(U) The Commanding Officer, Dod Old (b) (7)(F) did not pro	ovide comments to the
draft report. As a result, the recommendation remains unresol	lved. We request that
the Commanding Officer, Dod Old: (b) (7)(F), provide comm	ents to the final report.
We will close this recommendation after we verify that the info	ormation provided
and the actions the Commanding Officer, DOD OIG (6) (7)(F)	, takes fully address
the recommendation	-

(U) Appendix A

(U) Scope and Methodology

(U) We conducted this performance audit from May 2016 through October 2017 in accordance with generally accepted government auditing standards. Those standards require we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our finding 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 objective.

(U) We reviewed installation antiterrorism programs at the following locations.

- $(U)^{\text{DoD OlG: (b) (7)(F)}}$ (U.S. Army)
- (U) Dod Olg. (b) (7)(F) (U.S. Navy)
- (U) Peterson AFB, Colorado (U.S. Air Force)
- (U) MCB Camp Lejeune, North Carolina (U.S. Marine Corps)

(U) We interviewed officials responsible for policy and oversight at the following locations.

- (U) Under Secretary of Defense for Policy
- (U) Under Secretary of Defense for Intelligence
- (U) Joint Staff
- (U) Defense Threat Reduction Agency
- (U) U.S. Northern Command

(U) We also reviewed DoD, Army, Navy, Air Force, and Marine Corps antiterrorism program guidance.

(U) Method to Determine the Effectiveness of Antiterrorism Programs

(U) To determine whether installations had effective antiterrorism programs we reviewed installation implementation of the five minimum antiterrorism elements and whether force protection programs were included in installation antiterrorism programs. The five minimum elements are risk management, planning, training and exercise, resource application, and comprehensive antiterrorism program review. For implementation of the five minimum elements, we reviewed:

- (U) the most recent threat, criticality, and vulnerability assessments to determine whether they had been updated or conducted at least annually;
- (U) antiterrorism plans to determine whether they included the five minimum elements of an antiterrorism program and were updated and signed;
- (U) antiterrorism exercise documentation to determine whether antiterrorism
 exercises were conducted, tenants were included in antiterrorism exercises,
 the installation maintained lessons learned from antiterrorism exercises, the
 ATO was antiterrorism level II certified, and antiterrorism level I training
 was tracked;
- (U) CVAMP and MC-CAMS NG to determine whether the ATOs were tracking the mitigation status of antiterrorism vulnerabilities identified in assessments;¹⁹ and
- (U) antiterrorism program reviews, higher headquarters assessments, and Joint Mission Assurance Assessments to determine whether they were conducted.

(U) To determine whether the ATOs integrated their antiterrorism program with	h
tenants, we nonstatistically selected DDD OIG: (b) (7)(E). (b) (7)(F)	

. Specifically,

we selected tenants that support combat or base operations, have a headquarters off the installation, or are outside the installation Commander's chain of command. We obtained and reviewed:

- (U) tenant antiterrorism plans,
- (U) ATWG or TWG meeting minutes,

^{19 (}U) We nonstatistically selected vulnerabilities from higher headquarters assessments, Joint Staff Integrated Vulnerability Assessments, Joint Mission Assurance Assessments, and vulnerability assessments.

²⁰ (U) The Dod Old: ATO provided conflicting tenant listings, therefore we could not determine the universe of tenants.

- (U) exercise documentation,
- (U) RAM completion results forwarded to the ATO, and
- (U) antiterrorism program reviews and higher headquarters assessments.

(U) To determine whether installations were optimizing existing resources to achieve efficiencies we interviewed antiterrorism, physical security, law enforcement, and emergency management officials and reviewed antiterrorism plans to determine if the installation antiterrorism program includes physical security, law enforcement, and emergency management programs in the antiterrorism plan; exercise documentation to determine how the installation antiterrorism program used resources from the physical security, law enforcement, and emergency management programs to conduct installation exercises; and ATWG meeting minutes and the TWG meeting minutes to determine whether physical security, law enforcement, and emergency management representatives participated in working groups.

(U) Use of Computer-Processed Data

(U) We relied on computer-processed data from CVAMP at [POD OIG: (b) (7)] and Peterson AFB to determine whether installation ATOs were tracking the status of risk mitigation decisions for the antiterrorism deficiencies identified in the higher headquarters assessments.

We then compared higher headquarters assessment data with the respective CVAMP entries. We did not find any discrepancies between the data and determined that CVAMP data, where available, was sufficiently reliable for the purpose of our audit.

(U) We relied on computer-processed data from MC-CAMS NG at MCB Camp Lejeune to determine whether installation ATOs were tracking the status of risk mitigation decisions for the antiterrorism deficiencies identified in the higher headquarters assessments. We compared higher headquarters assessment data to their respective MC-CAMS NG entries. We did not find any discrepancies between the data and determined that MC-CAMS NG data was sufficiently reliable for the purposes of our review. We also relied on MC-CAMS NG to determine whether Camp Lejeune conducted a 2016 risk assessment. We verified the information in MC-CAMS NG about the 2016 risk assessment through interviews with Marine Corps officials. The data, in conjunction with the interviews, were sufficiently reliable for the purpose of this audit.

(U) Prior Coverage

(U) No prior coverage has been conducted on the DoD's antiterrorism programs during the last 5 years.

(U) Appendix B

(U) Summary of Tenant Participation in Antiterrorism Programs

(U) The following tables list the tenants participating in ATWGs or TWGs, antiterrorism exercises, and submitting RAM results.²¹

(U) Table 1. (b) (7)(F) Tenant Participants

(U) Tenant	Included in ATWGS or TWGS	Participated in Antiterrorism Exercises	Submitted RAM Results to ATO
DoD OIG: (b) (7)(F)	Υ	Υ	N
	Y	N	N
	Υ	Υ	N
	Υ	Υ	N
	N	N	N
	Υ	Υ	N
	Υ	Y	Y
Ballet 1916	. Y	Υ	N

(U) Source: The DoD OIG.

^{21 (}U) Antiterrorism representatives either stated or provided documentation supporting participation in RAMs, ATWGs, and antiterrorism exercises.

(U) Table 2. (F) Tenant Participants

(U) Tenant	Included in ATWGS or TWGS	Participated in Antiterrorism Exercises	Submitted RAM Results to ATO
oD OIG: (b) (7)(F)	Y	Υ	Υ
	Y	Υ	N
	Υ	Υ	Υ
	Y	Υ	Y
	Y	Υ	Y
	N	Υ	Y
	Υ	Υ	Y
	Υ	Υ	Υ
	Y	Y	Y
	Υ	Υ	Υ
	Y	Υ	Y
	N	Υ	N
	Υ	Υ	Y

(U) Source: The DoD OIG.

(U) Management Comments

(U) Under Secretary of Defense for Policy Comments

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE 2600 DEFENSE PENTAGON WASHINGTON, D.C. 20301-2600

HOMELAND DEFENSE S

MEMORANDUM FOR OFFICE OF THE INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE (ATTN: DOD OLG (b) (c)

SUBJECT: (U) DoD Antiterrorism Programs (Project No. D2016-D000RF-0151.000)

(U) We concur with Recommendation 1 and will review with the DoD Components the requirement to track the mitigation status of identified vulnerabilities in the DoD database of record. The issue will be tracked through the Antiterrorism/Protection Working Group, under the Mission Assurance Senior Steering Group, until satisfactorily completed. (ECD: 1 June 2018)

(U) We reviewed the sections of the report for appropriate classification markings where OUSD Policy was the original source of information, and determined that the paragraphs are marked correctly. The completed security review form is included in our response.

(U) My POC for this response is DoD OIG (b) (6)

Pauline M. Kusiak Principal Director

Defense Continuity, Domestic

Counterterrorism, & Mission Assurance

Attachments: As stated

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(U) Department of the Army Comments



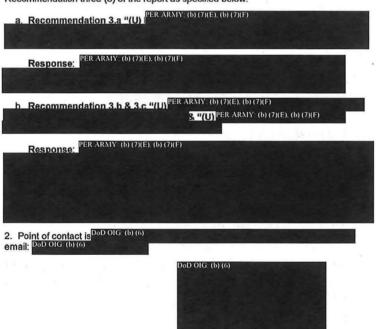
DEPARTMENT OF THE ARMY OFFICE OF THE PROVOST MARSHAL GENERAL 2800 ARMY PENTAGON WASHINGTON, DC 20310-2800

DAPM-MPO-AT

MEMORANDUM FOR DEPARTMENT OF DEFENSE INSPECTOR GENERAL (DoDIG)

SUBJECT: Army Response to DoDIG Report, Project No. D2016-D000RF-0151.000, DoD Antiterrorism Programs

1. The Office of the Provost Marshal General LLS Army Forces Command, U.S. Army Installation Management Command, and Installation Management Command, U.S. Army Forces Command, U.S. Army Installation Management Command, and Installation Mana



(U) Classified Information Used in the Preparation of This Report

(U) Source 1: Defense Threat Reduction Agency (DTRA) Security Classification

Guidance (SCG) for Vulnerability Assessment (VA)

(Document Classified FOUO)

Type: SCG

Issued by: DTRA

Issued: March 1, 2012

(U) Source 2: Joint Staff Integrated Vulnerability Assessment

² Olg (b) (7)(F) 17 – 22 August 2014

(Document Classified SECRET)

Derived from: DTRA SCG VA

Dated: March 1, 2012 Declassify on: 20390821

Date of Source: October 2, 2014

(U) Source 3: Joint Staff Integrated Vulnerability Assessment

17 – 21 June 2013

(Document Classified CONFIDENTIAL)

Derived from: DTRA SCG VA

Dated: March 1 2012

Declassify on: 20230622

Date of Source: July 29, 2013

(U) Source 4: Marine Corps Mission Assurance Assessment

MCB Camp Lejeune, 14 - 18 July 2014

(Document Classified SECRET)

Derived From: DoDM 3020.45-M-V3, "Defense Critical Infrastructure

Program: Security Classification Manual," 15 Feb 2011 and

DTRA SCG VA, February 1, 2010

Declassify on: 20241001

Date of Source: October 16, 2014

(U) **Source 5**: Self-Assessment MCB Camp Lejeune

(Document Classified SECRET)

Declassify on: 20410515

Date of Source: June 22, 2016

(U) Classified Information Used in the Preparation of This Report

(U) Source 6: Local Vulnerability/Mission Assurance Assessment

21st Space Wing, Peterson AFB, Colorado, 18 - 22 July 2016

(Document Classified SECRET)
Derived from: DoDM 3020.45-M-V3

Dated: Feb 15, 2011 Declassify on: 20260719

Date of Source: December 5, 2016

(U) Source 7: Joint Mission Assurance Assessment

Peterson AFB/Cheyenne Mountain Air Force Station, Colorado

3 - 14 August 2015

(Document Classified SECRET//NOFORN)

Derived from: DoDM 3020.45-M-V3

Dated: 01 March 2012 Declassify on: 20251019

Date of Source: October 19, 2015

(U) Source 8: Commander, Naval Region Southwest Region Mobile Training Team

Summary Report for Dod OIG: (b) (7)(F)

, 22 – 26 February 2016

(Document UNCLASSIFIED)

Issued by: Commander, Naval Region Southwest

Issued: May 2, 2016

(U) Source 9:

G. (6)(7)(1)

17 - 21 August 2015

(Document Classified CONFIDENTIAL)

Issued by: Commander, Naval Region Southwest

Issued: February 10, 2016

(U) Source 10: FY 2016 Master Integrated Joint Assessments Schedule, Q1 Update

(Document Classified SECRET)

Issued by: Joint Staff J33 Protection Division

Issued: via email June 28, 2016

(U) Source 11: DoD Critical Infrastructure Protection (DCIP) SCG

(Document Classified FOUO)

Type: SCG

Issued by: Under Secretary of Defense for Policy

Issued: January 2003

(U) Acronyms and Abbreviations

AFB Air Force Base

ATO Antiterrorism Officer

ATWG Antiterrorism Working Group

CVAMP Core Vulnerability Assessment Management Program

DoDI Department of Defense Instruction

MCB Marine Corps Base

MC-CAMS NG Marine Corps Critical Asset Management System Next-Generation

DoD OIG: (b) (7)(F)

RAM Random Antiterrorism Measures

TWG Threat Working Group

Whistleblower Protection U.S. Department of Defense

The Whistleblower Protection Enhancement Act of 2012 requires the Inspector General to designate a Whistleblower Protection Ombudsman to educate agency employees about prohibitions on retaliation, and rights and remedies against retaliation for protected disclosures. The designated ombudsman is the DoD Hotline Director. For more information on your rights and remedies against retaliation, visit www.dodig.mil/programs/whistleblower.

For more information about DoD IG reports or activities, please contact us:

Congressional Liaison congressional@dodig.mil; 703.604.8324

Media Contact public.affairs@dodig.mil; 703.604.8324

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