DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CECW-ON

7 JAN 2002

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS AND DISTRICT COMMANDS, CHIEFS, CONSTRUCTION-OPERATIONS DIVISIONS, CHIEFS, SAFETY AND OCCUPATIONAL HEALTH OFFICES, CHIEFS, SECURITY AND LAW ENFORCEMENT OFFICES, OPERATIONS PROJECT MANAGERS

SUBJECT: Current Security Situation at Corps Projects

1. I take this opportunity to thank each and every one of our project employees for the significant part that they have played over the last several months in protecting our nation's water resources. The events of 11 September have significantly changed the way we do business at many of the U.S. Army Corps of Engineers water resources development projects. I commend our park rangers, managers, maintenance workers, administrative, hydropower and lock and dam personnel for their immediate and effective response and dedication to the protection of our nation's infrastructure. They have willingly filled the breach until a more permanent solution can be implemented.

2. As my staff and I talk with field employees, we hear concerns regarding the continued use of project personnel for project security and force protection duties. I share these concerns and want to assure everyone that formal project security assessments are currently underway. The results of these assessments will assist us in defining and implementing the permanent physical security measures that will ultimately bring relief to those providing interim security.

3. Enclosure 1 is a list of the many measures that are being undertaken to reduce the level of risk to our employees and projects. This is a work-in-progress initiative and is subject to many additional changes, especially as a result of the RAM-D project assessments. Additionally, any changes should be coordinated with the local Civilian Personnel Advisory Center labor advisor to ensure that statutory labor relations obligations are addressed, as appropriate. As things progress, I recommend that you review the NRM Gateway and other information sources.

4. These actions are being taken not only for the protection of our employees and resources, but also to enable our project team members to return to the job that they were hired to do – to manage and offer to the public the best recreation, natural resource, hydropower and commercial navigation programs in the nation. The importance of directing our attention back to the recreation program in particular can be summed up in the following message that Franklin D. Roosevelt delivered during World War II in 1942:

> "The inventive genius and organizing power of our people gave us the economic freedom that made possible the widespread development of recreation for all the people. Now that

> we are at war we are fortunate in having this rich resource of recreation to give us physical, mental and spiritual power for the titanic task at hand."

6. Again, I thank everyone for their dedication and professionalism in protecting our nation's water resources and I urge district and division commanders to work toward returning to normalcy for our field employees.

FOR THE COMMANDER:

Encl

ROBERT H. GRIFFIN
Brigadier General, USA
Director of Civil Works

Actions Currently Underway To Address Project Security

Following is a list of some of the actions that are underway to address project security and the use of park rangers and other personnel for force protection duties.

a. First of all, the state of war - with the perceived threat to Corps infrastructure - must be dealt with in a systematic way. The Corps is conducting threat assessments at many of our projects under the "Risk Assessment Methodology for Dams" (RAM-D) program. This process was actually developed prior to the 11 September terrorist attacks by the Interagency Forum for Infrastructure Protection with the overall purpose of "identifying effective means of countering the potential security threat to our nation's 75,000 dams." As a result of this process, a manager can determine the level of risk associated with a particular threat, the consequences, and the necessary protective system required to implement security upgrades for risk reduction.

b. In conducting these physical assessments, we are identifying and addressing a number of weaknesses to the long-term use of project employees for security. They include: insufficient numbers to provide 24/7 security; lack of formal authority; lack of training and equipment for security work.

c. Our project personnel are generally the only significant physical presence at Corps facilities and, as a result, there have been many questions about the role and/or capabilities of the staff, particularly our park rangers who traditionally have had the responsibility of providing visitor assistance and resource protection. Although the basic role of the ranger has not changed, the specific assignments, in many cases, have changed to meet our immediate needs. Wartime assignments are frequently exigencies and, in this situation, using rangers for security is such an exigency. Under increased FPCON levels (formally referred to as THREATCON levels), rangers, as well as many other employees, may be required to work additional hours, conduct extra night patrols, monitor entrance gates, check for visitor identification, advise the public not to enter secured locations and perform other visual front-line surveillance activities. As I said earlier, this is only an interim response and we are now moving toward a more permanent security solution. Our park rangers serve as regulation enforcers and perform duties as specified under ER/EP 1130-2-550, Chapter 6, Visitor Assistance Program. I encourage all program managers to review this regulation to assure that their rangers are not performing duties outside the scope of their employment even during this period of heightened security. Corps park rangers are not law enforcement officers, nor do they carry weapons, perform searches, or detain individuals. Management should keep in mind that paragraph 6-2.b of the above mentioned regulation states that "the protection of facilities or the enforcement of rules shall always be secondary to the safety of Corps personnel....".

d. We are extolling the strengths of our project employees in issuing and managing contracts. The "first name" relationships that our project employees have with local law enforcement are a particular benefit now. We've confirmed with the Office of the Chief Counsel that our current authority for Law Enforcement Cooperative Agreements can include infrastructure protection and duties related to antiterrorist activities. I encourage managers to modify their agreements, where practical and necessary, to include these additional services.

Contracting for private guard services is being accomplished at some projects and at other projects, security guard contracts have been written in preparation of future threats.

e. We are making progress on a state-by-state basis to gain Corps-wide access to the National Law Enforcement Telecommunications System (NLETS). Through NLETS, park rangers can call local law enforcement dispatchers and request vehicle, driver and, in some cases, warrant information. Oklahoma, Texas, Arkansas, Kansas, Missouri, West Virginia, Kentucky and Pennsylvania have approved Corps project access to NLETS and we are expecting approval in the near future from New Hampshire. Alaska, Connecticut, California and Oregon. In order to obtain NLETS approval, all Corps projects within a certain state must agree to participate. I recommend you contact Patricia Lutz at (918) 669-7326 for more information. NLETS is a critical safety and security tool that all projects should obtain.

f. On 1 May 2001, we began the Pepper Spray Test Program at all the projects within the Fort Worth District. Over 140 park rangers were trained and certified to carry and use pepper spray for self-defensive purposes. We have just received the district's final pepper spray report and I will consider the district's recommendations in making my decision on whether to approve the use of pepper spray by all park rangers where the prescribed hazard analysis dictates its issuance.

g. We are expediting the implementation of Section 205, of the Water Resources Development Act of 2000, which authorizes the Corps "Property Protection Program". This program is being designed after the successful "Crime Witness Program" that the Bonneville Power Administration has with the Bureau of Reclamation. Essentially, this will be a "neighborhood-watch" program with cash rewards for successful informants. While it was originally envisioned as a program to curb vandalism, it will address terrorism and employee protection as well. The public will have a higher stake in being especially attentive at Corps projects, since there will be a monetary reason for watching for and reporting unusual behavior. This is another reason why a Corps project will be less attractive to a potential terrorist – and therefore lessening the risk to our project personnel.

h. We have established a new webpage, "Clearinghouse – Natural Resources Security Information", on the Natural Resources Management (NRM) Gateway Website (http://corpslakes.usace.army.mil). This site features security information and project-submitted "success stories" that are being shared to highlight good management practices and workable solutions in dealing with our increased security requirements. Everyone should consider submitting non-sensitive input to this website. This site also has useful links to other security-related web sites.

i. Mr. Mike Parker, Assistant Secretary of the Army for Civil Works, provided testimony to the Transportation and Infrastructure Committee of the House of Representatives on the subject of "Terrorism: Are America's Water Resources and Environment at Risk?" Mr. Parker discussed the Corps security assessment program, our current and long-term challenges in securing our nation's infrastructure, and identified the additional funds necessary to meet these challenges.