

Naval Audit Service



Audit Report



Selected Navy Installations' Preparedness Against Chemical, Biological, Radiological, and Nuclear Attacks

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N2009-0012
26 November 2008

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**MEMORANDUM FOR COMMANDER, NAVY INSTALLATIONS COMMAND
CHIEF, BUREAU OF MEDICINE AND SURGERY**

**Subj: SELECTED NAVY INSTALLATIONS' PREPAREDNESS AGAINST
CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR
ATTACKS (AUDIT REPORT N2009-0012)**

Ref: (a) NAVAUDSVC memo 7510/N2008-NIA000-0053.000, dated 2 May 08
(b) SECNAV Instruction 7510.7F, "Department of the Navy Internal Audit"

1. The report provides results of the subject audit announced in reference (a). Section A of this report provides our finding and recommendations, summarized management responses, and our comments on the responses. Section B provides the status of the recommendations. The full text of management responses is included in the Appendices. The following chart shows the action commands for the recommendations.

Command	Finding No.	Recommendation No.
Commander, Navy Installations Command	1	1 - 11
Bureau of Medicine and Surgery	1	12 - 20

2. Actions planned by the Commander, Navy Installations Command, and the Chief, Bureau of Medicine and Surgery meet the intent of the recommendations. These recommendations are considered open pending completion of the planned corrective actions, and are subject to monitoring in accordance with reference (b). Management should provide a written status report on the recommendations within 30 days after target completion dates. Please provide all correspondence to the Assistant Auditor General for Installations and Environment Audits, [REDACTED], by e-mail at [REDACTED] with a copy to the Director, Policy and Oversight [REDACTED], by e-mail at [REDACTED]. Please submit correspondence in electronic format (Microsoft Word or Adobe Acrobat file), and ensure that it is on letterhead and includes a scanned signature.

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Subj: **SELECTED NAVY INSTALLATIONS' PREPAREDNESS AGAINST
CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR
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Table of Contents

SECTION A: FINDING, RECOMMENDATIONS, AND CORRECTIVE ACTIONS	1
Finding: Preparation of Selected Navy Installations Against Chemical, Biological, Radiological, and Nuclear Attacks	1
Reason for Audit.....	1
Synopsis.....	1
Discussion of Details	3
Background	3
Audit Results	4
Recommendations and Corrective Actions	12
SECTION B: STATUS OF RECOMMENDATIONS	21
EXHIBIT A: BACKGROUND AND PERTINENT GUIDANCE	25
EXHIBIT B: SCOPE AND METHODOLOGY	29
Scope	29
Methodology.....	30
EXHIBIT C: LIST OF ACRONYMS	33
EXHIBIT D: ACTIVITIES VISITED AND/OR CONTACTED	34
EXHIBIT E: STATISTICAL ANALYSIS	35
APPENDIX A: MANAGEMENT RESPONSE FROM COMMANDER, NAVY INSTALLATIONS COMMAND	36
APPENDIX B: MANAGEMENT RESPONSE FROM CHIEF, BUREAU OF MEDICINE AND SURGERY	40

Section A:

Finding, Recommendations, and Corrective Actions

Finding: Preparation of Selected Navy Installations Against Chemical, Biological, Radiological, and Nuclear Attacks

Reason for Audit

The audit objective was to verify that the Joint Project Manager Guardian (JPMG) provided the required Installation Protection Program (IPP) Lite equipment and associated training to Navy installations, and the installations were prepared to respond to Chemical, Biological, Radiological, and Nuclear (CBRN) incidents using the IPP Lite equipment.

This audit was conducted in response to the Department of the Navy (DON) Fiscal Year (FY) 2008 Risk and Opportunity Assessment. Commander, Navy Installations Command (CNIC) officials stated that the JPMG may not provide sufficient protection to Navy mission and personnel in the event of an asymmetric CBRN attack on Navy installations. CNIC submitted similar risks in conjunction with the Bureau of Medicine and Surgery (BUMED) via the FY 2006 and FY 2007 Risk Assessments.

Synopsis

During audit site visits to five DON Continental United States (CONUS) installations, we determined that the JPMG provided the required JPMG IPP Lite equipment and associated New Equipment Training (NET) to the installations reviewed. However, we found that the Navy installations reviewed needed improvement in the areas of Emergency Management (EM) training, Mask Fit Testing,¹ and JPMG IPP Lite equipment accountability and storage before they could fully respond to a CBRN attack. Specifically, we found that:

- About 53 percent of CNIC personnel reviewed were not fully trained in EM procedures, contrary to CNIC Instruction (CNIINST) 3440.17;

¹ American National Standard Institute Z88.10 states, "The purpose of respirator fit testing is to verify that the user of a respirator can don the face piece properly and can achieve the anticipated protection during use."

- About 37 percent of CNIC and BUMED personnel were not trained on the uses/capabilities of Personal Protective Equipment (PPE) as required by Chief of Naval Operations Instruction (OPNAVINST) 5100.23G; and
- About 43 percent of CNIC and BUMED personnel reviewed were not Mask Fit Tested as required by OPNAVINST 5100.23G.

The training and Mask Fit Testing weaknesses occurred because the five installations reviewed did not have sufficient internal controls or provide oversight of the program, and did not hold personnel accountable for not completing the required training and Mask Fit Testing. Additionally, we found that custodians (a collateral duty) responsible for JPMG IPP Lite equipment accountability and storage were insufficiently trained to effectively manage the equipment. Thus, our review showed that, contrary to Secretary of the Navy (SECNAV) personal property guidance of 1 April 2004:

- CNIC and BUMED equipment custodians could not fully account for all equipment items provided by the JPMG as follows:
 - Judgmental sampling results showed that Installations I and II could not fully account for about 16 percent (29 of 184) of equipment items reviewed, and
 - Statistical sampling results showed that Installations III, IV, and V could not fully account for about 6 percent (31 of 528) of equipment items sampled (projected using a 90 percent confidence interval²). Per the Naval Facilities Engineering Command Equipment Manager and the CNIC EM, any JPMG IPP equipment shortfall is a material condition given the nature of the equipment;
- Most personnel in functional areas reviewed, such as Fire Departments, Medical Clinics, and Security, were unsure what CBRN response assets were on hand;
- At four of the five installations reviewed, the equipment was stored in a disorganized manner and not readily accessible for quick response; and,
- CBRN assets were exposed to damaging environmental conditions, such as heat and humidity, due to limited storage space.

The CNIC “Navy Installation EM Program Manual” (CNINST 3440.17) states that “EM capabilities will not be deemed to exist until they are properly organized, manned, equipped, and trained.” Therefore, given the above training weaknesses, equipment accountability issues, and disorganized and insufficiently protected equipment storage conditions; we concluded that the five installations reviewed may not be prepared to respond to a CBRN attack using the JPMG IPP Lite equipment.

² See Exhibit D for more information regarding the statistical analysis, including the relevant upper and lower bounds for the 90 percent confidence intervals.

Discussion of Details

Background

The JPMG was established on 6 May 2003 and serves as one of eight joint project managers within the Office of the Secretary of Defense, Joint Program Executive Office for Chemical and Biological Defense. The JPMG was established by a Deputy Secretary of Defense policy memorandum of 5 September 2002, which directed the Department of Defense (DoD) to develop DoD-wide concepts of operation for the preparedness of military installations and DoD-owned or -leased facilities against CBRN attacks to preserve critical military capabilities. The JPMG's installation protection mission is to provide installations a tailored, integrated, and effective CBRN protection capability to enable mission assurance and effective consequence management.

In October 2003, the Office of the Secretary of Defense's Joint Requirements Office for CBRN Defense (JRO-CBRND) validated the CBRN Installation Protection Urgent Requirements Capability Document as defining the interim requirements for providing a CBRN installation protection capability. The Urgent Requirements Capability Document required the JPMG Installation Protection Program (IPP) to provide an effective CBRN detection, identification, warning, and protection system for each installation within the scope of the program.

The Program Analysis and Evaluation (PA&E) Office identified funding to implement the JPMG IPP for a total of 200 DoD installations and dictated how many installations the JPMG could field for each service. The PA&E approved implementation of the JPMG IPP at the 12 highest priority CONUS Navy installations (as of 21 August 2008, CNIC's Web site showed the Navy has more than 65³ CONUS installations). The JRO-CBRND, in cooperation with the PA&E, developed the criteria employed by the Navy (and other Services) to identify the highest priority installations. Using the criteria, the Navy identified its 12 highest priority CONUS Navy installations and submitted the installations to the JRO-CBRND and the Deputy Secretary of Defense for approval. Although the JPMG provided equipment and capabilities to Navy installations to enhance CBRN preparedness, DoD Instruction 2000.18 "DoD Installation CBRNE Response Guidelines" requires that installation emergency responders be prepared to respond to the effects of a CBRN incident to preserve life, prevent human suffering, mitigate the incident, and protect critical assets and infrastructure.

³ We compiled this information from individual CNIC regional Web sites (linked to the CNIC Web site) that listed the installation within their respective region.

Audit Results

Installation CBRN Preparedness

During the audit, we visited five judgmentally selected Navy installations to verify that the JPMG provided the required IPP Lite equipment and associated NET to the Navy installations, and that the installations were prepared to respond to CBRN attacks using the JPMG IPP Lite equipment. We determined that the JPMG successfully provided the required IPP Lite equipment and associated NET to the five installations reviewed. However, we also found that the five installations may not be fully prepared to respond to CBRN attacks using the JPMG IPP Lite equipment.

JPMG Provided Equipment/Training

To confirm that the JPMG provided the required IPP Lite equipment and associated NET to the installations audited, we verified that the equipment provided satisfied CBRN capabilities as required by the CBRN Installation Protection Urgent Requirements Capability Document. We also verified that the JPMG provided only Navy-approved equipment via the Family of Systems (FoS), and that equipment quantities provided to the five installations audited did not exceed quantities listed in the Basis of Allocation (BoA). Additionally, we benchmarked the JPMG NET training provided with similar training offered by a Navy contractor to assess the sufficiency of the JPMG training provided to the five installations reviewed. We determined at the five installations that the JPMG provided:

- All required capabilities as specified in the Urgent Requirements Capability Document;
- Only Navy-approved equipment as specified in the FoS; and,
- Equipment quantities that did not exceed quantities listed in the BoA, with one exception as described below.

To identify excess equipment, we compared JPMG-provided equipment quantities shown on “Request for Issue or Turn-in” (DD Form 1150) receiving documents at the five installations with quantities listed on their respective BoAs. Our comparison identified one instance where JPMG equipment quantities exceeded BoA-listed quantities. Although Installations I and II shared one regional Fire/Hazardous Materials (HAZMAT) team, the JPMG provided enough Fire/HAZMAT equipment for two installation Fire/HAZMAT teams. This occurred because Installations I and II did not specify in their Pre-Site Analysis Questionnaires (PSAQ) that they shared a regional Fire/HAZMAT team. Installation I reported the Fire/HAZMAT team was regional, but that the response efforts came from on base. Installation II did not provide any specific information

regarding the Fire/HAZMAT team in its PSAQ. Neither PSAQ informed the JPMG that one Fire/HAZMAT team served both installations.

The fire department shared by Installations I and II received 59 equipment items, of which the JPMG provided quantities in excess of the BoA for 13 items valued at about \$76,000. We only reviewed the quantities received for the equipment items included in our judgmental and statistical samples.⁴ Therefore, there may have been excess quantities of equipment received by the five installations reviewed for equipment items not sampled. Thus, CNIC and BUMED should examine all equipment provided by the JPMG to identify any excess items, and redistribute any excess equipment to installations and/or medical treatment facilities identified by CNIC and/or BUMED as requiring additional equipment. The installations should follow the procedures prescribed in SECNAV Instruction (SECNAVINST) 7320.10A “Department of Navy Personal Property Policies and Procedures” when transferring the equipment. SECNAVINST 7320.10A requires that “Personal property records and/or systems shall provide a complete trail of all transactions, suitable for audit (i.e., a transaction-based history of asset activity, including individual additions and deletions).”

To benchmark the JPMG’s NET courses, we contacted a Navy contractor known within the EM community for teaching similar courses to Navy personnel. We asked the contractor’s EM Training Program Director to benchmark the JPMG’s NET curriculum for two equipment items to determine if the curriculums covered all pertinent information a NET course should cover. After reviewing the curriculums, the EM Training Program Director stated that the NET courses appeared to be complete, covering all pertinent information that a NET course should cover. However, CNIC and BUMED EM personnel interviewed at the five installations reviewed were dissatisfied with NET content because it covered only basic information, such as how to put on and take off the equipment, but did not address how to operate while wearing the equipment. According to the contractor’s EM Training program director, NET courses should only serve as an introduction to a certain piece of equipment. The director added that any more in-depth information, such as how to operate in a piece of equipment, should be taught in an “operational” level course rather than a NET course.

Navy Provided First Responder Training and Mask Fit Testing

CNINIST 3440.17 (EM Manual) states that training is a critical pillar of an installation EM Program. Training is necessary to optimize command and control, protect all categories of installation personnel from hazards, and ensure emergency response personnel can safely and effectively perform assigned tasks during an event. The EM Manual also requires that emergency response personnel receive the most comprehensive training of any group since they are the backbone of an effective emergency response. According to the EM Manual, these personnel must be well trained in operations and

⁴ See Exhibit B for our judgmental sampling methodology and Exhibit D for our statistical sampling methodology.

procedures that will enable them to work in the safest environment possible. In addition, the EM Manual states that, “No equipment shall be provided to a user without the appropriate training on how to properly use and maintain the equipment and how to employ the equipment within the context of an event for which the user is trained.” BUMED personnel were excluded from this portion of the training review because the EM Manual only applies to CNIC personnel. Therefore we reviewed fewer personnel for compliance with this guidance, than we did for OPNAVINST 5100.23G, which is explained below.

OPNAVINST 5100.23G requires that installations fit-test, issue respirators, train personnel on proper use, and ensure personnel are medically qualified whenever respiratory protection is required. The OPNAV instruction also requires that personnel required to use Personal Protective Equipment (PPE) receive training on the uses/capabilities of the PPE provided. Therefore, we reviewed training and Mask Fit Testing records for CNIC and BUMED personnel at the five installations visited to determine if they trained and Mask Fit Tested emergency response personnel to prepare for a CBRN incident. Please see Exhibit B for information on our methodology used to review installation training/Mask Fit Testing.

Figure 1 provides the results of our training/Mask Fit Testing review, and shows the percent and number of CNIC and BUMED personnel reviewed that did not complete required training/Mask Fit Testing. As Figure 1 illustrates, required training and Mask Fit Testing completion needed substantial improvement at the five installations reviewed.

Figure 1. Numbers and Percentages of Installation Personnel Not Trained and/or Mask Fit Tested
(Numbers may not add exactly due to rounding)

Installations	CNIINST 3440.17 ⁵			PPE Training ⁶			Mask Fit Tested ⁷		
	Personnel Reviewed	Personnel that Completed Training	Personnel that Did Not Complete Training	Personnel Reviewed	Personnel that Completed Training	Personnel that Did Not Complete Training	Personnel Reviewed	Personnel that Completed Testing	Personnel that Did Not Complete Testing
Installation I ⁸	389	195 (50%)	194 (50%)	500	343 (69%)	157 (31%)	500	272 (54%)	228 (46%)
Installation II	171	86 (50%)	85 (50%)	132	92 (70%)	40 (30%)	132	64 (48%)	68 (52%)
Installation III ⁹	43	13 (30%)	30 (70%)	129	76 (59%)	53 (41%)	129	65 (50%)	64 (50%)
Installation IV	47	25 (53%)	22 (47%)	214	102 (48%)	112 (52%)	214	156 (73%)	58 (27%)
Installation V	114	42 (37%)	72 (63%)	143	91 (64%)	52 (36%)	143	82 (57%)	61 (43%)
TOTAL	764	361 (47%)	403 (53%)	1,118	704 (63%)	414 (37%)	1,118	639 (57%)	479 (43%)

We determined Figure 1 training weaknesses occurred because the five installations reviewed did not have sufficient controls or provide oversight of the program, and did not hold personnel accountable for completing required EM training and Mask Fit Testing. For example, all of the required training courses for security personnel at Installations I and II were offered on the installations, or could be accessed via the Internet. According to the regional director of training for the Installations I and II security departments, installation personnel needed to take the initiative to attend the courses and complete the training requirements. Additionally, the installations reviewed experienced difficulty in tracking training completion and maintaining supporting documentation because they employed several different systems for tracking training completion (i.e. Enterprise Safety Application Management System, Microsoft Excel, and Microsoft Access). Also, Mask Fit Testing was not a condition of employment for civilian security personnel. Thus, position descriptions we reviewed for these personnel did not require the employees to undergo Mask Fit Testing. The EM Manual states, “Training is a critical pillar of an Installation EM Program. Training is necessary to optimize command and control, protect all categories of installation personnel from hazards and ensure emergency response personnel can safely and effectively perform assigned tasks during an event.”

⁵ Only CNIC personnel were required to complete CNIINST 3440.17 training, therefore fewer personnel were reviewed for compliance with this guidance.

⁶ PPE training required by OPNAVINST 5100.23G.

⁷ Mask Fit Testing required by OPNAVINST 5100.23G.

⁸ We do not identify the installations reviewed to prevent tying a vulnerability to a specific installation, which would create classified information.

⁹ The training results for Installation III do not include BUMED personnel because the branch Medical Clinic did not receive JPMG equipment.

Equipment Accountability and Storage

We reviewed equipment accountability for the JPMG provided IPP Lite equipment to ensure the five installations could account for all equipment received. We selected both judgmental (Installations I and II) and statistical samples (Installations III, IV, and V) of IPP Lite equipment items using the Bill of Materials (BoM) to increase the efficiency of our equipment accountability review (see Exhibit B for our judgmental sampling methodology, and Exhibit D for our statistical sampling methodology). We also reviewed the equipment storage locations to determine if the equipment was organized, readily accessible for response, and protected from environmental conditions, (see Exhibit B).

Our equipment accountability review at the five installations showed that CNIC and BUMED equipment custodians (a collateral duty) for the functional areas reviewed, were unsure what CBRN response assets were on hand, and could not fully account for several equipment items provided by JPMG, as detailed below. According to the Naval Facilities Engineering Command (NAVFAC) equipment manager and the CNIC EM, any equipment shortfall (items not fully accounted for) is considered a material condition given the nature of the equipment. Also, four of five installations reviewed maintained the equipment in a disorganized manner, and the equipment was not readily accessible for CBRN response. SECNAVINST 7320.10A states that DON personnel are responsible for proper use, care, and physical protection of Government-owned property. We determined that the installations reviewed could not fully account for JPMG-provided equipment.

Our judgmental sampling results were as follows:

Installation I

- Received a total of 180 equipment line items from JPMG;
 - We judgmentally sampled 94 equipment line items to determine if the installation could fully account for the equipment received; and
 - The installation could not fully account for 20 of 94 (21 percent) of the equipment line items reviewed, such as Gas Masks, Protective Suits, and Powered Air Purifying Respirators;
 - These sample results could not be projected to the universe of equipment items received due to the use of judgmental sampling.

Installation II

- Received a total of 170 equipment line items from JPMG;

- We judgmentally sampled 90 equipment line items to determine if the installation could fully account for the equipment received; and
- The installation could not fully account for 9 of 90 (10 percent) equipment line items reviewed, such as a Chemical Detector, Boots, and Spectacle Kits;
 - These sample results could not be projected to the universe of equipment items received due to the use of judgmental sampling.

Our statistical sampling results were as follows:

Installation III

- Received a total of 167 equipment line items from JPMG;
 - We statistically sampled 90 equipment line items to determine if the installation could fully account for the equipment received; and
 - Using a 90 percent confidence level, we projected that the installation could not fully account for 12 of 167 (about 7 percent)¹⁰ of the equipment line items received, such as Gas Masks, Protective Suits, and Boots.

Installation IV

- Received a total of 185 equipment line items from JPMG;
 - We statistically sampled 100 equipment line items to determine if the installation could fully account for the equipment received; and
 - Using a 90 percent confidence level, we projected that the installation could not fully account for 12 of 185 (about 6 percent)¹¹ of the equipment line items received, such as Protective Suits, Boots, and Identity Kits.

Installation V

- Received a total of 176 equipment line items from JPMG;
 - We statistically sampled 100 equipment line items to determine if the installation could fully account for the equipment received; and
 - Using a 90 percent confidence level, we projected that the installation could not fully account for 9 of 176 (about 5 percent)¹² of the equipment line items received, such as Protective Suits, Boots, and Spectacle Kits.

¹⁰ See Exhibit D for more information regarding the statistical analysis including the relevant upper and lower bounds for the 90 percent confidence intervals.

¹¹ Ibid

¹² Ibid

Overall, we projected with 90 percent confidence that about 6 percent¹³ of the equipment line items provided to Installations III, IV, and V could not be fully accounted for.

The disorganized equipment storage and equipment accountability issues noted above occurred because CNIC and BUMED equipment custodians did not have a supply management background and were insufficiently trained to effectively manage the CBRN equipment. Given our above audit results, and that, per the NAVFAC equipment manager and the CNIC emergency manager, any equipment not fully accounted for would be considered a material condition, the five installations reviewed should conduct a 100 percent inventory of JPMG-provided equipment. For those equipment items not accounted for, the installations should complete an inquiry, research, and investigation of the causes of any Government property lost, damaged, destroyed, or stolen, and complete a DD Form 200, “Financial Liability Investigation of Property Loss” form as required by DoD Financial Management Regulation (FMR) Volume 12, chapter 7. Also, per SECNAVINST 7320.10A, the installations should also conduct periodic inventories of the equipment at least every 3 years. SECNAVINST 7320.10A states that major claimant activities (Budget Submitting Offices) are responsible for implementing and complying with personal property policies and procedures, and for providing oversight for personal property management within their claimancies to include assurance that physical inventories are conducted as required and asset accountability is maintained.

Additionally, we found that most storage facilities reviewed did not protect the CBRN response assets from environmental conditions. Due to limited storage space available, the five installations reviewed stored equipment in facilities that lacked temperature/humidity controls, exposed equipment to ultraviolet light, and did not protect equipment against water damage, all of which could be detrimental to the equipment’s useful life. OPNAVINST 5100.23G requires commanders and commanding officers to provide proper equipment storage to protect against environmental conditions that might degrade the effectiveness of the equipment or result in contamination during storage.

On 15 May 2008, NAVFAC awarded a contract that may help improve the storage conditions for the CBRN equipment. The contract requires the contractor to “ensure that the storage or placement of these items within the room or space assigned by the Government continuously meets the established criteria and is sufficient for providing the stabilized environmental conditions stipulated.” It also requires that, if the contractor determines the storage facilities to be insufficient, the contractor will provide written notification and recommendations for the installation to “re-stabilize” the storage environment.

Additionally, while onsite at each of the five installations reviewed, we attempted to determine whether equipment items sampled exceeded their shelf life. We could not make this determination because expiration dates were not marked on the equipment

¹³ Ibid

items sampled and installation personnel were unfamiliar with the shelf life requirements for the equipment items. However, there is no requirement to mark expiration dates on the equipment items, and installation personnel should not make any changes to the items they received. During May 2008, JPMG published the “Installation Protection Program Family of Systems Supplemental Technical Handbook” which identifies equipment shelf life and storage requirements.¹⁴

Emergency Management Plans and Support Agreements

DoD Instruction 2000.18, “DoD Installation CBRNE Response Guidelines,” requires installations to develop, maintain, and sustain emergency response plans. In addition, the CNIC EM Manual states, “A key element of preparedness is the development of comprehensive, all-hazards EM plans that link the many aspects of a jurisdiction’s commitment to EM.” Therefore, we obtained copies of the EM Plans from the five installations reviewed to verify if each one had a formal plan in place for emergency response. We reviewed the CBRN-specific information in each EM Plan obtained to verify compliance with CNIINST 3440.17. Also, given that JPMG-provided equipment is only intended to provide response capabilities for the first 12 hours of a CBRN incident, we reviewed existing support agreements (Memorandums of Agreement, Mutual Aid Agreements, etc.) the installations had with Federal, state, and/or local agencies, to determine whether the installations reviewed coordinated to receive support from any of these agencies during an emergency situation. We reviewed each agreement provided to determine who the agreement was with, the date of the agreement, and the type of support the agency agreed to provide to the installation.

We identified that the five installations reviewed had EM Plans in place with only one exception. Contrary to DoD Instruction (DoDINST) 2000.18 and CNIINST 3440.17, Installation III had not completed an EM Plan and was still developing an EM Plan at the time of our site visit. To effectively manage and respond to a CBRN incident, Installation III needs to develop an EM Plan that documents the installation’s procedures for emergency response. For the four installations that had EM Plans, we determined that the CBRN specific portions of each EM Plan complied with CNIINST 3440.17 requirements. Also, we found that all five installations reviewed, had support agreements to coordinate with other Federal, state, and/or local agencies to receive support during emergency situations such as Fire/HAZMAT support, CBRN response equipment/personnel, and alternate Command sites.

SUMMARY

We determined that the JPMG provided Navy-approved equipment (as specified in the FoS) in the correct quantities (as specified in the BoA) to the five installations reviewed with only one exception. Although Installations I and II shared one regional

¹⁴ The Handbook is available through the JPMG’s restricted CBRN IPP Portal.

Fire/HAZMAT team, the JPMG provided enough Fire/HAZMAT equipment for two installation Fire/HAZMAT teams. This occurred because Installations I and II did not specify in their PSAQs that they shared a regional Fire/HAZMAT team. The Fire/HAZMAT team shared by Installations I and II received 13 equipment items valued at about \$76,000 in excess of the BoA listed quantities.

By performing a benchmark of JPMG's NET program, we concluded that the NET provided to the five installations reviewed appeared to be sufficient as introductory training. Additionally, we determined that JPMG provided all required capabilities to the five installations reviewed as specified in the Urgent Requirements Capability Document. Therefore, we concluded the JPMG successfully provided the required IPP Lite equipment and associated NET to the five installations reviewed.

We also determined about 53 percent of the CNIC EM personnel at the five installations reviewed, were not fully trained as required by CNIINST 3440.17. About 37 percent of the CNIC and BUMED EM personnel reviewed were not trained on the uses/capabilities of PPE and about 43 percent of the CNIC and BUMED EM personnel reviewed were not Mask Fit Tested contrary to OPNAVINST 5100.23G.

In addition, we determined that CNIC and BUMED equipment custodians in the functional areas reviewed were unsure what CBRN response assets were on hand, and found that the five installations reviewed could not fully account for some equipment items provided by JPMG. At four of the five installations, the equipment was disorganized and not readily accessible for response. Also, most storage facilities did not protect the equipment from environmental conditions, which could have been detrimental to the shelf life of some of the equipment. Furthermore, we noted that one installation did not have an EM Plan in place.

The EM Manual states, "EM capabilities will not be deemed to exist until they are properly organized, manned, equipped, and trained." Therefore, given the training and Mask Fit Testing deficiencies identified, the equipment accountability issues, and disorganized equipment items, we determined that the five installations reviewed may not be fully prepared to respond to a CBRN attack using the JPMG IPP Lite equipment.

Recommendations and Corrective Actions

CNIC and BUMED responded to the recommendations. Summaries of the management responses are below, with our comments. The full text of the management responses is in the Appendices.

We recommend that CNIC require Navy installations to:

Recommendation 1. Establish internal controls and procedures to ensure that current personnel complete CNIC required training and Mask Fit Testing, develop procedures to hold personnel accountable, and require incoming personnel to complete CNIC required training and Mask Fit Testing prior to starting operational duties.

CNIC response to Recommendation 1. Concur. CNIC will develop internal controls and procedures to ensure that all category 5 personnel complete required training and equipment fit testing per the CNIC 3440.17. This corrective action will be completed by 1 April 2009.

NAVAUDSVC comment on management response to Recommendation 1. In a subsequent e-mail of 13 November 2008, CNIC explained how internal controls and procedures will be put in place. CNIC said they will develop internal controls and procedures to ensure all category 5 personnel complete required training and equipment fit testing per CINCINST 3440.17. Prior to starting operational duties, personnel will be entered into the Enterprise Safety Application Management System (ESAMS) tool, which will alert supervisors as to failure to complete required training and fit testing requirements. CNIC will direct Navy Regions to ensure Installation COs require all category 5 personnel to complete ESAMS requirements prior to being allowed to perform operational duties. The planned actions satisfy the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 2. Track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system.

CNIC response to Recommendation 2. Concur. CNIC will require all emergency management required training and mask fit testing requirements to be documented and monitored through the Enterprise Safety Application Management System. This corrective action will be completed by 31 December 2008.

NAVAUDSVC comment on management response to Recommendation 2. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 3. Include Mask Fit Testing as a condition of employment in position descriptions for all civilian security personnel required to use respiratory protection.

CNIC response to Recommendation 3. Concur. CNIC will issue guidance on the establishment of mask fit testing as a condition of employment for all new hires in the civilian security personnel community designated as first responders. CNIC will also issue guidance and work with the respective unions to ensure all current civilian security personnel have mask fit testing when designated as first responders. This corrective action will be completed by 1 July 2009.

NAVAUDSVC comment on management response to Recommendation 3. The planned action satisfies the intent of the recommendation. Because the target completion date is more than 6 months from the date of publication, we are assigning an interim target date of 31 March 2009.

Recommendation 4. Establish controls and procedures to ensure personnel assigned equipment custodial duties receive training on proper equipment management procedures per SECNAVINST 7320.10A.

CNIC response to Recommendation 4. Concur. CNIC will establish controls and procedures to ensure training on equipment management for assigned personnel. This corrective action will be completed by 1 July 2009.

NAVAUDSVC comment on management response to Recommendation 4. In a subsequent e-mail of 13 November 2008, CNIC explained what controls will be in place and how personnel will be trained. CNIC said they will establish controls and procedures to ensure new equipment training, which utilizes a train-the-trainer concept, is revised to include proper equipment management procedures. Where installations have already received equipment, CNIC will ensure equipment management training is available through the Emergency Management Installation Enhancement Teams. The planned actions satisfy the intent of the recommendation, which is considered open until completion of agreed to actions. Because the target completion date is more than 6 months from the date of publication, we are assigning an interim target date of 31 March 2009.

Recommendation 5. Conduct a 100 percent inventory of JPMG equipment received, including verifying equipment shelf life, and complete DD Form 200s, "Financial Liability Investigation of Property Loss," for all unaccounted-for items (including those items identified in this report), as required by DoD FMR volume 12, chapter 7.

CNIC response to Recommendation 5. Concur. CNIC will direct Navy Regions to complete JPMG equipment inventories and complete DD Form 200s. This corrective action will be completed by 1 April 2009.

NAVAUDSVC comment on management response to Recommendation 5.

The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 6. Conduct regular, periodic inventories of JPMG equipment per SECNAVINST 7320.10A.

CNIC response to Recommendation 6. Concur. CNIC will direct Navy Regions to conduct periodic inventories of JPMG equipment at all JPMG-fielded Installations. This corrective action will be completed by 1 April 2009.

NAVAUDSVC comment on management response to Recommendation 6.

The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 7. Implement procedures to monitor/control the temperature/humidity and other environmental conditions of JPMG equipment storage facilities per “Installation Protection Program Family of Systems Supplemental Technical Handbook” specifications.

CINC response to Recommendation 7. Concur. CNIC will direct Navy Regions to ensure JPMG-fielded Installations implement procedures for the proper storage of JPMG equipment. This corrective action will be completed by 1 April 2009.

NAVAUDSVC comment on management response to Recommendation 7.

In a subsequent e-mail of 13 November 2008, CNIC explained how the Regions will implement procedures. CNIC said they will direct Navy Regions to direct JPMG-fielded installations to immediately ensure the proper storage of JPMG equipment. CNIC will also assess compliance during site visits for the Emergency Response Team development. The planned actions satisfy the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 8. Reconcile all JPMG equipment items received to Basis of Allocation allowed quantities, identify any excess equipment on hand, and either transfer the excess equipment to other installations or dispose of the excess equipment (including those items identified in this report) following SECNAVINST 7320.10A procedures.

CNIC response to Recommendation 8. Concur. CNIC will conduct site assessments of the JPMG-fielded Installations to determine excess equipment quantities and develop a redistribution plan as needed. This corrective action will be completed by 1 Nov 2009.

NAVAUDSVC comment on management response to Recommendation 8.

The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions. Because the target completion date is more than 6 months from the date of publication, we are assigning an interim target date of 1 May 2009.

Recommendation 9. Obtain the “Installation Protection Program Family of Systems Supplemental Technical Handbook” that details equipment shelf life and storage requirements from the JPMG Program Manager, and provide copies to Navy installations that received (or will receive) equipment through the Installation Protection Program.

CNIC response to Recommendation 9. Concur. CNIC will ensure JPMG-fielded Installations receive the handbook. This corrective action will be completed by 1 April 2009.

NAVAUDSVC comment on management response to Recommendation 9.

In a subsequent e-mail of 13 November 2008, CNIC explained how they will ensure the Installations will receive the handbook. CNIC said they will obtain and distribute the handbook to all JPMG-fielded Installations. The planned actions satisfy the intent of the recommendation, which is considered open until completion of agreed to actions.

We recommend that CNIC:

Recommendation 10. Provide oversight and guidance to ensure that Installation III completes preparation of an Emergency Management Plan per DoDINST 2000.18 and CNIINST 3440.17.

CNIC response to Recommendation 10. Concur. CNIC will direct Installation III to complete an Installation Emergency Management Plan and will assess satisfactory completion of the plan in the annual plan review. This corrective action will be completed by 1 June 2009.

NAVAUDSVC comment on management response to Recommendation

10. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions. Because the target completion date is more than 6 months from the date of publication, we are assigning an interim target date of 16 February 2009.

Recommendation 11. Establish controls and provide oversight to ensure the actions included in Recommendations 1 through 10 are effectively implemented.

CNIC response to Recommendation 11. Concur. CNIC will establish controls and provide oversight of the corrective actions implementation. These corrective actions will be completed by 1 November 2009.

NAVAUDSVC comment on management response to Recommendation 11. In a subsequent e-mail of 13 November 2008, CNIC explained what oversight will be provided to ensure that the recommendations are implemented. CNIC said they will establish controls and provide oversight of the corrective action implementation by requiring bi-annual reports on the status of each recommendation. CNIC will follow-up on all instances where recommendations have not been implemented. The planned actions satisfy the intent of the recommendation, which is considered open until completion of agreed to actions. Because the target completion date is more than 6 months from the date of publication, we are assigning an interim target date of 1 May 2009.

We recommend that BUMED require medical treatment facilities to:

Recommendation 12. Establish internal controls and procedures to ensure that current personnel complete required training and Mask Fit Testing, develop procedures to hold personnel accountable, and require incoming personnel to complete required training and Mask Fit Testing prior to starting operational duties.

BUMED response to Recommendation 12. Concur. BUMED will publish Enterprise wide guidance directing MTFs to adhere to established controls and procedures to ensure all assigned personnel complete required training and Mask Fit Testing prior to starting operational duties. This corrective action will be completed by 31 December 2008.

NAVAUDSVC comment on management response to Recommendation 12. In a subsequent e-mail of 14 November 2008, BUMED explained how personnel will be held accountable. BUMED said Commanding Officers will be held accountable under the provisions of Chapter 16, OPNAVINST 5100.23G, which governs the Navy ashore program for the respiratory protection program. Personnel who do not meet the training requirement and/or have not completed Mask Fit Testing will not be issued respiratory protection or assigned duties requiring respiratory protection until they have done so. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 13. Track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system.

BUMED response to Recommendation 13. Concur. BUMED will require MTFs to track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system. BUMED will direct Navy Medicine Manpower, Personnel, Training and Education Command via Navy Medicine Support Command to develop and implement an Enterprise wide standardized training tracking system. This corrective action will be completed by 31 March 2009. BUMED will require MTFs to implement utilization of the Enterprise Safety Applications Management System (ESAMS) as the standardized tracking system for Mask Fit Testing. This corrective action will be completed by 31 March 2009.

NAVAUDSVC comment on management response to Recommendation 13. The planned action satisfied the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 14. Establish procedures to ensure personnel assigned equipment custodial duties receive training on proper equipment management procedures, per SECNAVINST 7320.10A.

BUMED response to Recommendation 14. Concur. BUMED will publish a Concept of Operations (CONOPS) for the MTFs on material management to ensure proper procedures are followed. This corrective action will be completed 31 January 2009.

NAVAUDSVC comment on management response to Recommendation 14. In a subsequent e-mail of 14 November 2008, BUMED explained how personnel will be trained. BUMED said the MTFs will train custodian personnel on the CONOPS. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 15. Conduct a 100 percent inventory of JPMG equipment received and complete DD Form 200s, "Financial Liability Investigation of Property Loss," for all unaccounted-for items (including those items identified in this report) as required by DoD FMR volume 12, chapter 7, and verify that all JPMG-provided equipment items are within the applicable shelf life.

BUMED response to Recommendation 15. Concur. BUMED will direct the MTFs to conduct a 100 percent inventory of JPMG received equipment and utilize the Defense Medical Logistics Standardization System (DMLSS) as the sole reporting system to their respective Navy Medicine Regional Command (NAVMEDREGCOM). Each NAVMEDREGCOM will complete DD Form 200s for all unaccounted-for items and submit to BUMED. This corrective action will be completed by 31 March 2009. BUMED will verify that all JPMG-provided

equipment items are within applicable shelf life timelines. This corrective action will be completed by 31 January 2009.

NAVAUDSVC comment on management response to Recommendation

15. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 16. Conduct regular periodic inventories of JPMG equipment per SECNAVINST 7320.10A.

BUMED response to Recommendation 16. Concur. BUMED will publish Enterprise wide guidance directing all MTFs to conduct regular inventory inspections of all JPMG equipment and will conduct Enterprise wide audits at least annually. This corrective action will be completed by 15 February 2009.

NAVAUDSVC comment on management response to Recommendation

16. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 17. Implement procedures to monitor/control the temperature/humidity and other environmental conditions of JPMG equipment storage facilities per “Installation Protection Program Family of Systems Supplemental Technical Handbook” specifications.

BUMED response to Recommendation 17. Concur. BUMED will publish Enterprise wide guidance implementing procedures to monitor/control all environmental conditions of JPMG equipment storage to ensure compliance with the specifications of the “Installation Protection Program Family of Systems Supplemental Technical Handbook.” This corrective action will be completed by 15 April 2009.

NAVAUDSVC comment on management response to Recommendation

17. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 18. Reconcile all JPMG equipment items received to Basis of Allocation allowed quantities, identify any excess equipment on hand, and either transfer the excess equipment to other medical treatment facilities or dispose of the excess equipment (including those items identified in this report) following SECNAVINST 7320.10A procedures.

BUMED response to Recommendation 18. Concur. BUMED will direct MTFs to reconcile all JPMG equipment against the Basis of Allocation allowed quantities and notify BUMED of any discrepancies or excess for appropriate

adjudication in compliance with SECNAV procedures. This corrective action will be completed by 31 January 2009.

NAVAUDSVC Comment on management response to Recommendation 18. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

Recommendation 19. Obtain the “Installation Protection Program Family of Systems Supplemental Technical Handbook” that details equipment shelf life and storage requirements from the JPMG Program Manager, and provide copies to medical treatment facilities that received (or will receive) equipment through the Installation Protection Program.

BUMED response to Recommendation 19. Concur. BUMED will obtain the “Installation Protection Program Family of Systems Supplemental Technical Handbook” from the JPMG Program Manager and distribute to all MTFs. This corrective action will be completed by 30 November 2008.

NAVAUDSVC comment on management response to Recommendation 19. The planned action satisfies the intent of the recommendation, which is considered open until completion of agreed to actions.

We recommend that BUMED:

Recommendation 20. Establish controls and provide oversight to ensure the actions included in Recommendations 12-19 are effectively implemented.

BUMED response to Recommendation 20. Concur. BUMED will require quarterly status reports from the MTFs documenting the status of Recommendations 12-19 until the recommendations are fully implemented.

NAVAUDSVC comments on management response to Recommendation 20. BUMED did not respond to recommendation 20 in their original correspondence. In a subsequent e-mail of 14 November 2008, BUMED concurred with the recommendation, saying they will require quarterly status reports from the MTFs documenting the status of Recommendations 12-19 until the recommendations are fully implemented, but they did not provide a target completion date. Since the latest target completion date for Recommendations 12-19 is 15 April 2009, we are assigning that target completion date to Recommendation 20. The planned actions satisfy the intent of the recommendation.

Section B:

Status of Recommendations

RECOMMENDATIONS						
Finding	Rec. No.	Page No.	Subject	Status ¹⁵	Action Command	Target or Actual Completion Date
1	1	13	Require Navy installations to establish internal controls and procedures to ensure that current personnel complete CNIC required training and Mask Fit Testing, develop procedures to hold personnel accountable, and require incoming personnel to complete CNIC required training and Mask Fit Testing prior to starting operational duties.	O	CNIC	4/1/2009
1	2	13	Require Navy installations to track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system.	O	CNIC	12/31/2008
1	3	13	Require Navy installations to include Mask Fit Testing as a condition of employment in position descriptions for all civilian security personnel required to use respiratory protection.	O	CNIC	3/31/2009
1	4	14	Require Navy installations to establish controls and procedures to ensure personnel assigned equipment custodial duties receive training on proper equipment management procedures per SECNAVINST 7320.10A.	O	CNIC	3/31/2009
1	5	14	Require Navy installations to conduct a 100 percent inventory of JPMG equipment received, including verifying equipment shelf life, and complete DD Form 200s, "Financial Liability Investigation of Property Loss," for all unaccounted-for items (including those items identified in this report), as required by DoD FMR volume 12, chapter 7.	O	CNIC	4/1/2009
1	6	15	Require Navy installations to conduct regular, periodic inventories of JPMG equipment per SECNAVINST 7320.10A.	O	CNIC	4/1/2009

¹⁵ O = Recommendation is open with agreed-to corrective actions; C = Recommendation is closed with all action completed.; U = Recommendation is undecided with resolution efforts in progress.

RECOMMENDATIONS						
Finding	Rec. No.	Page No.	Subject	Status ¹⁵	Action Command	Target or Actual Completion Date
1	7	15	Require Navy installations to implement procedures to monitor/control the temperature/humidity and other environmental conditions of JPMG equipment storage facilities per "Installation Protection Program Family of Systems Supplemental Technical Handbook" specifications.	O	CNIC	4/1/2009
1	8	15	Require Navy installations to reconcile all JPMG equipment items received to Basis of Allocation allowed quantities, identify any excess equipment on hand, and either transfer the excess equipment to other installations or dispose of the excess equipment (including those items identified in this report) following SECNAVINST 7320.10A procedures.	O	CNIC	5/1/2009
1	9	16	Require Navy installations to obtain the "Installation Protection Program Family of Systems Supplemental Technical Handbook" that details equipment shelf life and storage requirements from the JPMG Program Manager, and provide copies to Navy installations that received (or will receive) equipment through the Installation Protection Program.	O	CNIC	4/1/2009
1	10	16	Provide oversight and guidance to ensure that Installation III completes preparation of an Emergency Management Plan per DoDINST 2000.18 and CNIINST 3440.17.	O	CNIC	2/16/2009
1	11	16	Establish controls and provide oversight to ensure the actions included in Recommendations 1 through 10 are effectively implemented.	O	CNIC	5/1/2009

RECOMMENDATIONS						
Finding	Rec. No.	Page No.	Subject	Status ¹⁵	Action Command	Target or Actual Completion Date
1	12	17	Require medical treatment facilities to establish internal controls and procedures to ensure that current personnel complete required training and Mask Fit Testing, develop procedures to hold personnel accountable, and require incoming personnel to complete required training and Mask Fit Testing prior to starting operational duties.	O	BUMED	12/31/2008
1	13	17	Require medical treatment facilities to track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system.	O	BUMED	3/31/2009
1	14	18	Require medical treatment facilities to establish procedures to ensure personnel assigned equipment custodial duties receive training on proper equipment management procedures, per SECNAVINST 7320.10A.	O	BUMED	1/31/2009
1	15	18	Require medical treatment facilities to conduct a 100 percent inventory of JPMG equipment received and complete DD Form 200s, "Financial Liability Investigation of Property Loss," for all unaccounted-for items (including those items identified in this report) as required by DoD FMR volume 12, chapter 7, and verify that all JPMG-provided equipment items are within the applicable shelf life.	O	BUMED	1/31/2009
1	16	19	Require medical treatment facilities to conduct regular periodic inventories of JPMG equipment per SECNAVINST 7320.10A.	O	BUMED	2/15/2009
1	17	19	Require medical treatment facilities to implement procedures to monitor/control the temperature/humidity and other environmental conditions of JPMG equipment storage facilities per "Installation Protection Program Family of Systems Supplemental Technical Handbook" specifications.	O	BUMED	4/15/2009

RECOMMENDATIONS						
Finding	Rec. No.	Page No.	Subject	Status ¹⁵	Action Command	Target or Actual Completion Date
1	18	19	Require medical treatment facilities to reconcile all JPMG equipment items received to Basis of Allocation allowed quantities, identify any excess equipment on hand, and either transfer the excess equipment to other medical treatment facilities or dispose of the excess equipment (including those items identified in this report) following SECNAVINST 7320.10A procedures.	O	BUMED	1/31/2009
1	19	20	Require medical treatment facilities to obtain the "Installation Protection Program Family of Systems Supplemental Technical Handbook" that details equipment shelf life and storage requirements from the JPMG Program Manager, and provide copies to medical treatment facilities that received (or will receive) equipment through the Installation Protection Program.	O	BUMED	11/30/2008
1	20	20	Establish controls and provide oversight to ensure the actions included in Recommendations 12-19 are effectively implemented.	O	BUMED	4/15/2009

Background and Pertinent Guidance

Background

In response to the Department of Navy Fiscal Year (FY) 2008 Risk and Opportunity Assessment, Commander, Navy Installations Command (CNIC) identified that the Joint Project Manager Guardian (JPMG) program may not provide sufficient protection to Navy mission and personnel in the event of symmetric Chemical, Biological, Radiological, and Nuclear (CBRN) attack on Navy installations. CNIC submitted similar risks in conjunction with the Bureau of Medicine and Surgery (BUMED) via the FY 2006 and FY 2007 DON Risk Assessments.

Established 6 May 2003, the JPMG serves as one of eight joint project managers within the Office of the Secretary of Defense, Joint Program Executive Office for Chemical and Biological Defense. The JPMG was established as a result of the Deputy Secretary of Defense policy memorandum of 5 September 2002, which directed the Department of Defense (DoD) to develop DoD-wide concepts of operation for the preparedness of military installations and DoD-owned or -leased facilities against CBRN attacks to preserve critical military capabilities. The JPMG's installation protection mission is to provide installations a tailored, integrated, and effective CBRN protection capability to enable mission assurance and effective consequence management. The operational concept of the JPMG, Installation Protection Program (IPP) is to fill in any gaps in the installations' existing CBRN protection capabilities, but only the Navy's top, mission critical installations were selected for participation in the JPMG IPP.

In October 2003, the Office of the Secretary of Defense's Joint Requirements Office for CBRN Defense (JRO-CBRND) validated the CBRN "Installation Protection Urgent Requirements Capability Document" (URCD) as defining the interim requirements for providing a CBRN installation protection capability. The URCD required the JPMG IPP to provide an effective CBRN detection, identification, warning, and protection system for each installation (selected using the methodology described below) included in the scope of the program. The URCD stated that the IPP should integrate, and be interoperable with, existing base infrastructure and systems as well as provide its capabilities at a minimum total ownership cost. The specific capabilities identified in the URCD are:

- Detect and identify CBRN incidents on the installation;
- Warn and report CBRN attacks and presence of a contamination;
- Protect personnel, maintain critical military missions, and resume essential operations;

- Provide appropriate medical protection, diagnosis, and treatment;
- Be compatible with existing installation systems;
- Provide commanders and staff with decision support tools; and
- Ensure installation emergency response personnel are trained to respond to CBRN incidents.

The Program Analysis and Evaluation (PA&E) Office identified funding to implement the JPMG IPP for a total of 200 DoD installations and dictated how many installations the JPMG could field for each service. The PA&E approved implementation of the JPMG IPP at the 12 highest priority Continental United States (CONUS) Navy installations. The JRO-CBRND, in cooperation with the PA&E, developed the criteria employed by the Navy to identify the highest priority installations. The criteria for identifying the high priority installations consisted of four categories: (1) Power Projection; (2) Command and Control; (3) Population; and (4) Warfare Sustainment. Each criterion was assigned a weight, which was used to calculate a priority score. The Navy identified the 12 highest priority CONUS Navy installations using the criteria mentioned above, and submitted the installations to the JRO-CBRND and the Deputy Secretary of Defense for approval. During the first round of installation implementation, the JPMG received budget cuts of about \$530 million before all of the installations were supplied with IPP equipment. As a result of the budget cuts, JPMG developed the IPP Lite, a scaled down version of the IPP.

The JPMG developed a Family of Systems (FoS) that defined the equipment necessary to satisfy the capabilities in the URCD based on an analysis of all available Government-off-the-shelf and commercial-off-the-shelf CBRN systems and components, and the Basis of Allocation that defined the amounts of equipment the JPMG was to provide to each Service installation. The equipment included in the FoS had to meet performance requirements specified by the Joint Chiefs of Staff, the URCD, and other criteria defined by Joint Chiefs of Staff and DoD. Several Navy commands, including Naval Facilities Engineering Command, CNIC, and BUMED, participated in the development/approval of the FoS.

Each installation completed a Pre-Site Analysis Questionnaire describing the equipment and capabilities in place at the installation. Once the JPMG validated the information in the Pre-Site Analysis Questionnaires, the JPMG developed a final design package for each installation that listed what equipment the JPMG would provide to the installation. The equipment and capabilities provided, generally fit into four categories: (1) first responder equipment, (2) mass notification, (3) incident management system (software to manage an incident), and (4) training for equipment and capabilities provided.

Although the JPMG provided equipment and capabilities to Navy installations to enhance CBRN preparedness, DoD Instruction 2000.18 states that installation emergency

responders must be prepared to respond to a CBRN incident to preserve life, prevent human suffering, mitigate the incident, and protect critical assets and infrastructure.

Pertinent Guidance

DoD Instruction 2000.18 “DoD Installation CBRNE Response Guidelines,” states that installations should:

- Develop, train, exercise, maintain, sustain, and assess procedures that shall promote the preparation for a CBRN event;
- Develop, maintain, and sustain CBRN emergency response plans;
- Establish CBRN emergency response procedures and identify CBRN emergency response requirements; and
- Develop, maintain, and execute CBRN emergency response measures to include detection, assessment, response capabilities, medical treatment, containment, emergency responder casualty decontamination, and reporting.

Secretary of the Navy (SECNAV) Instruction 7320.10A, “Department of the Navy (DON) Personal Property Policies and Procedures” of 1 April 2004, states that:

- DON personnel are responsible for proper use, care, and physical protection of Government-owned property;
- Personal property records and/or systems shall provide a complete trail of all transactions, suitable for audit (i.e., a transaction-based history of asset activity, including individual additions and deletions);
- Major claimant activities (Budget Submitting Offices) are responsible for implementing and complying with personal property policies and procedures, and for providing oversight for personal property management within their claimancies to include: assurance that physical inventories are conducted as required and asset accountability is maintained; and
- Personal property managers shall conduct periodic inventories of capitalized, minor, and controlled inventory item personal property at least once every 3 years.

Office of the Chief of Naval Operations Instruction 5100.23G, “Navy Safety and Occupational Health Program Manual,” states that:

- Commanders, commanding officers, and officers in charge shall include and enforce the following provisions concerning Personal Protective Equipment (PPE):

- Provide proper equipment storage to protect against environmental conditions that might degrade the effectiveness of the equipment or result in contamination during storage;
- Activities shall fit test, issue, and train personnel to wear respirators and ensure personnel are medically qualified; and
- Activities shall provide training to each employee who is required to use PPE.

Commander, Navy Installations Command Instruction 3440.17, “Navy Installation Emergency Management Program Manual,” details required training by position and functional areas. The instruction also states that,

- Training is a critical pillar of a Regional and Installation Emergency Management Program along with organization, equipment, and exercises. Training is necessary to optimize command and control, protect all categories of installation personnel from hazards, and ensure emergency response personnel can safely and effectively perform assigned tasks during an event;
- A key element of preparedness is the development of comprehensive, all-hazards emergency management plans that link the many aspects of a jurisdiction’s commitment to emergency management;
- Emergency management capabilities will not be deemed to exist until they are properly organized, manned, equipped, and trained; and
- No equipment shall be provided to a user without the appropriate training on how to properly use and maintain the equipment and how to employ the equipment within the context of an event.

Naval Facilities Engineering Command PPE and First Responder Equipment storage specifications (developed using the product specifications) require that:

- Equipment must be stored between -40 and 120 degrees Fahrenheit;
- Equipment must be stored in low humidity;
- Equipment must be stored in a dry facility;
- Equipment may not be exposed to direct ultraviolet rays; and
- Vacuum sealed packages may not have exterior damages, and remain closed until use.

Scope and Methodology

Scope

We judgmentally selected 5 of the 12 mission critical Continental United States installations that received the Joint Project Manager Guardian (JPMG), Installation Protection Program (IPP) Lite equipment¹⁶ based on our assessment of the risk associated with the 12 installations and input from Commander, Navy Installations Command (CNIC) Emergency Management (EM) personnel. We reviewed the following functional areas at the five installations visited: (1) Emergency Management, (2) Fire/Hazardous Materials, (3) Security, (4) Medical, and (5) Explosive Ordnance Disposal.

Our review focused on both JPMG and Navy installation responsibilities. To verify that JPMG provided the required IPP Lite equipment to Navy installations, we reviewed the types of equipment JPMG provided to Navy installations to verify that equipment was approved via the Family of Systems (FoS), and the amounts of equipment provided to determine whether the amounts were consistent with the Basis of Allocation (BoA). We benchmarked the New Equipment Training (NET) provided by JPMG to assess the sufficiency of the program. In addition, we reviewed the equipment provided to the five installations visited to determine whether JPMG provided all the capabilities in the Chemical, Biological, Radiological, and a Nuclear (CBRN) “Installation Protection Urgent Requirements Capability Document” (URCD).

To assess the Navy’s preparedness to respond to a CBRN attack, we reviewed the following information:

- JPMG IPP Lite equipment accountability/storage conditions;
- CNIC Instruction 3440.17 required training;
- Chief of Naval Operations Instruction 5100.23G required “Personal Protective Equipment Training and Mask Fit Testing;”
- Installation EM Plans; and
- Emergency Support Agreements between the installations and other Federal, state, and local agencies.

We evaluated internal controls and reviewed compliance with applicable Department of Defense directives and Department of the Navy guidance related to CBRN Preparation

¹⁶ The installations received the JPMG IPP Lite equipment during the period November 2006 through July 2007.

and Emergency Management. We conducted our audit from 15 January 2008 through 22 September 2008. We did not identify any prior audits/recommendations relating to CBRN preparedness or the JPMG. Therefore, no followup action was required.

Methodology

We conducted a Risk Analysis to judgmentally select 5 of 12 CONUS Navy installations included in the scope of the JPMG program for review. We contacted CNIC EM personnel for the 12 installations and asked a series of questions pertaining to the JPMG equipment provided, JPMG NET provided, and overall CBRN preparedness. Each question was assigned a weighted score based on the auditors' interpretation of the risk associated with each question. We calculated each installation's point total and categorized each of the 12 installations, as high, medium, or low risk. We selected the five installations for review based on our Risk Analysis results and input from CNIC EM personnel.

To verify that JPMG provided the required IPP Lite equipment and associated training to the five installations reviewed, we reconciled the Bill of Materials (BoM) against the FoS to determine if the equipment provided to the installations was approved by the Navy via the FoS. We also compared JPMG equipment quantities provided (shown on the DD Form 1150s "Request for Issue or Turn-in") with BoA-listed quantities to determine if JPMG provided the correct quantities of equipment to the installations and calculated the dollar value of any excess equipment provided. Additionally, to benchmark the JPMG's NET courses, we contacted a Navy contractor known within the EM community for teaching similar courses to Navy personnel. We asked the contractor's EM Training Program Director to benchmark JPMG's NET curriculum for two equipment items to determine if the curriculums covered all pertinent information a NET course should cover. We performed the benchmark to assess JPMG's NET because we could not identify any pertinent JPMG or Navy criteria on what information NET courses should provide, or how the courses should be instructed. To determine if JPMG provided the five installations reviewed with the equipment needed to address all URCD listed capabilities, we identified equipment line items on each installation's BoM that satisfied each of the capabilities (such as detect and identify CBRN incidents on the installation) listed in the CBRN "Installation Protection URCD."

To review CNIC Instruction (CNIINST) 3440.17/Chief of Naval Operations Instruction (OPNAVINST) 5100.23G required Personal Protective Equipment (PPE) training and Mask Fit Testing completion at the five installations visited, we obtained a personnel roster for each EM functional area within each installation. For CNIINST 3440.17 training, we selected an interval sample of CNIC personnel from each roster that included at least 20 percent of the total personnel on the roster. The installations then provided training certificates (for each training requirement) to show that the sampled personnel

completed the training requirements. We then calculated the percentage of personnel sampled who were fully trained. For OPNAVINST PPE training/Mask Fit Testing, we also obtained a listing of the CNIC and BUMED personnel who completed PPE training and available Mask Fit Test results. We reconciled the PPE training list and Mask Fit Test results with the CNIC and BUMED EM functional area personnel rosters to identify personnel who completed the PPE training and Mask Fit Testing. We then calculated the percentage of personnel who completed the required PPE training and Mask Fit Testing by both functional area and the installation as a whole.

To determine JPMG IPP Lite equipment accountability for the five installations visited, we reviewed the Final Design Packages for each installation which contained the installations' BoM. The BoM lists the equipment (and associated quantities) that JPMG provided to the respective installation. We selected samples from the BoM using both judgmental and statistical sampling techniques to increase the efficiency of the equipment accountability review. During our audit survey, we used judgmental sampling to select equipment items for review at Installations I and II.¹⁷ We selected at least one item from each of the following categories: Biological Detection, Chemical Detection, Radiological Detection, Individual Protection, Medical, Decontamination, Incident Management Systems (IMS), Weather and Communications, Mass Notification Systems, and Other. The equipment listed under each category could include several variants, such as different sizes, components, and/or accessories. We included more main equipment items than accessory/component type items. We also included each variant of each FoS piece of equipment listed, at least one component (if available) and at least one accessory (if available). During audit verification, we statistically sampled equipment items for review at Installations III, IV and V. We stratified the statistical sample to include more main equipment items (variants) rather than accessory/component type equipment items. For more information regarding the statistical sampling methodology, please see Exhibit D.

Equipment sample items were reconciled with DD Form 1150 receiving documents to identify the functional areas that received the equipment. We then traced each sample equipment item to the facility where it was stored, counted the items on-hand, and recorded the counts by functional area. While counting the items sampled, we also reviewed the equipment's shelf life (if available) to determine if the equipment was still within its useful life. We compared our physical equipment counts to the quantities recorded on the DD Form 1150s and noted any differences. Additionally, we reviewed storage conditions to determine if the JPMG IPP Lite equipment stored was organized, readily accessible, and protected from environmental conditions in accordance with Naval Facilities Engineering Command criteria.

¹⁷ We do not identify the installations reviewed to prevent tying a vulnerability to a specific installation, which would create classified information.

We reviewed EM Plans obtained at the five installations visited to verify if each installation had a formal EM plan in place for emergency response. We reviewed the CBRN specific information in each EM Plan obtained to verify compliance with CNINST 3440.17. We also reviewed installation Standard Operating Procedures regarding CBRN responses for each functional area reviewed. Given that JPMG-provided equipment is only intended to provide response capabilities for the first 12 hours of a CBRN incident, we reviewed existing support agreements (Memorandums of Agreement, Mutual Aid Agreements, etc.) the installations had with Federal, state, and/or local agencies, to determine whether the installations coordinated to receive support from these agencies in an emergency situation. We reviewed each agreement provided to determine who the agreement was with, the date of the agreement, and the type of support the agency agreed to provide to the installation.

We conducted this performance audit 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.

Federal Managers' Financial Integrity Act

The Federal Managers' Financial Integrity Act (FMFIA) of 1982, as codified in Title 31, United States Code, requires each Federal agency head to annually certify the effectiveness of the agency's internal and accounting system controls. In our professional judgment, the weaknesses we found may warrant inclusion in the Auditor General's annual FMFIA memorandum identifying internal management control weaknesses to the Secretary of the Navy.

Exhibit C:

List of Acronyms

Acronym	Definition
BoA	Basis of Allocation
BoM	Bill of Materials
BUMED	Bureau of Medicine and Surgery
CBRN	Chemical, Biological, Radiological, and Nuclear
CNIC	Commander, Navy Installations Command
CNIINST	CNIC Instruction
CONUS	Continental United States
DoD	Department of Defense
DON	Department of the Navy
EM	Emergency Management
FMR	Financial Management Regulation
FoS	Family of Systems
FY	Fiscal Year
HAZMAT	Hazardous Materials
IPP	Installation Protection Program
JPMG	Joint Project Manager Guardian
NAVFAC	Naval Facilities Engineering Command
NET	New Equipment Training
OPNAVINST	Chief of Naval Operations Instruction
PPE	Personal Protective Equipment
PSAQ	Pre-Site Analysis Questionnaires
SECNAVINST	Secretary of the Navy Instruction
URCD	Urgent Requirements Capability Document

Exhibit D:

Activities Visited and/or Contacted

- Commander, Navy Installations Command, Washington, DC
- Bureau of Medicine and Surgery, Washington, DC
- Joint Project Manager Guardian, Falls Church, VA
- Naval Facilities Engineering Command, Washington, DC
- Naval Sea Systems Command, Washington, DC
- Air Force Audit Agency, Washington, DC
- Army Audit Agency, Alexandria, VA
- Five Navy installations¹⁸

¹⁸ We do not identify the installations reviewed to prevent tying a vulnerability to a specific installation, which would create classified information.

Statistical Analysis

Memorandum of Results

Sampling Plan: The sampling plan was separated based on three installation locations. The sampling frame for each location was defined by the Bill of Materials (BOM) that listed all equipment items provided to the installations and the associated quantities. The line items were labeled by the audit team as either “main items” or “accessories.” Because of the greater importance of the main items, a stratified sample was chosen to ensure sufficient coverage of the main items in the final sample. The sample size was estimated using EZ-Quant, given the auditors’ goal of having at least 10 percent precision for the projection of the overall missing rate in each installation and their expectation that the percent of line items not fully accounted for at each installation would be under 25 percent. The resulting sample sizes for each of the three locations are presented below:

		Total Number of Line Items	Sample Size
Installation III	Main Items	65	50
	Accessories	101	40
Installation IV	Main Items	87	60
	Accessories	99	40
Installation V	Main Items	87	60
	Accessories	89	40

Statistical Analysis: Based on the sampling results provided by the audit team, the statistician calculated statistical projections of the percent of line items not fully accounted for. Analysis was carried out using the stratified attribute sampling method in the Health and Human Services survey statistics software known as RAT-STATS. The strata were the main and accessory items within each installation. The program uses the same formulas as described in Cochran (1977) chapter 5 for estimation of a proportion given a stratified attribute sample. The analysis was carried out separately for each installation and for the combination of three installations. The results of this analysis are presented in the table below. These projections are limited to all line items where the quantity on both the Bill of Materials and the “Request for Issue or Turn-in” (DD Form 1150) receiving documents are positive.

	Lower Bound	Point Estimate	Upper Bound
Percent of line items not fully accounted for Installation III	5.35%	7.05%	8.75%
Percent of line items not fully accounted for Installation IV	4.34%	6.24%	8.13%
Percent of line items not fully accounted for Installation V	2.51%	5.04%	7.57%
Combined Percent of line items not fully accounted for at Installations III, IV, and V	4.81%	5.86%	6.91%

Note: In each case, we are at least 90 percent confident the actual percent of line items not fully accounted for falls between the respective lower and upper bounds. The item and accessory strata have been combined in the above projections.

Appendix A:

Management Response from Commander, Navy Installations Command



DEPARTMENT OF THE NAVY
COMMANDER, NAVY INSTALLATIONS COMMAND
716 SICARD STREET SE SUITE 1000
WASHINGTON NAVY YARD, DC 20374-5140

7510
Ser N3/33404
03 Nov 2008

From: Commander, Navy Installations Command
To: Assistant Auditor General for Installations and Environment Audits, Naval Audit Service
Subj: DRAFT NAVAUDSVC Report "Selected Navy Installations' Preparedness Against Chemical, Biological, Radiological, and Nuclear Attack" (N2008-NIA000-0053.000)
Ref: (a) NAVAUDSVC memo 7510 N2008-NIA000-0053 of 22 Sep 08
Encl: (1) CNIC Responses to Subject Draft Report

1. We reviewed reference (a) and enclosure (1) provides our responses to the draft report recommendations. We also reviewed reference (a) from a Freedom of Information Act (FOIA) perspective and submit that the audit report does not require the "For Official Use Only" (FOUO) designation.

2. The Audit Liaison is [REDACTED]. The technical point of contact is [REDACTED].



By direction

FOIA
(b)(6)

Commander, Navy Installations Command (CNIC) Response To
NAVAUDSVC Draft Audit Report "Selected Navy Installations' Preparedness Against
Chemical, Biological, Radiological, and Nuclear Attack"
(N2008-NIA000-0053.000)

We reviewed the draft audit report and concur with the findings and recommendations contained therein that relate to CNIC. Below are our responses to the recommendations addressed to CNIC.

We recommend Commander, Navy Installations Command require Navy installations to:

Recommendation 1: Establish internal controls and procedures to ensure that current personnel complete CNIC required training and Mask Fit Testing, develop procedures to hold personnel accountable, and require incoming personnel to complete CNIC required training and Mask Fit Testing prior to starting operational duties.

Management Response: Concur. CNIC will develop internal controls and procedures to ensure that all category 5 personnel complete required training and equipment fit testing per the CNICINST 3440.17. This corrective action will be completed by 1 April 2009.

Recommendation 2: Track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system.

Management Response: Concur. CNIC will require all emergency management required training and mask fit testing requirements to be documented and monitored through the Enterprise Safety Application Management System (ESAMS). This corrective action will be completed by 31 December 2008.

Recommendation 3: Include Mask Fit Testing as a condition of employment in position descriptions for all civilian security personnel required to use respiratory protection.

Management Response: Concur. CNIC will issue guidance on the establishment of mask fit testing as a condition of employment for all new hires in the civilian security personnel community designated as a first responder. CNIC will also issue guidance and work with the respective unions to ensure all current civilian security personnel have mask fit testing when designated as a first responder. This corrective action will be completed by 1 July 2009.

Recommendation 4: Establish controls and procedures to ensure personnel assigned equipment custodial duties receive training on proper equipment management procedures per SECNAVINST 7320.10A.

Management Response: Concur. CNIC will establish controls and procedures to ensure training on equipment management for assigned personnel. This corrective action will be completed by 1 July 2009.

Recommendation 5: Conduct a 100 percent inventory of JPMG equipment received, including verifying equipment shelf life, and complete DD Form 200s, "Financial Liability Investigation of Property Loss," for all unaccounted-for items (including those items identified in this report), as required by DoD FMR volume 12, chapter 7.

Management Response: Concur. CNIC will direct Navy Regions to complete JPMG equipment inventories and complete DD Form 200s. This corrective action will be completed by 1 April 2009.

Recommendation 6: Conduct regular, periodic inventories of JPMG equipment per SECNAVINST 7320.10A.

Management Response: Concur. CNIC will direct Navy Regions to establish periodic inventories of JPMG equipment at all JPMG fielded Installations. This corrective action will be completed by 1 April 2009.

Recommendation 7: Implement procedures to monitor/control the temperature/humidity and other environmental conditions of JPMG equipment storage facilities per "Installation Protection Program Family of Systems Supplemental Technical Handbook" specifications.

Management Response: Concur. CNIC will direct Navy Regions to ensure JPMG fielded Installations implement procedures for the proper storage of JPMG equipment. This corrective action will be completed by 1 April 2009.

Recommendation 8: Reconcile all JPMG equipment items received to BoA allowed quantities, identify any excess equipment on hand, and either transfer the excess equipment to other installations or dispose of the excess equipment (including those items identified in this report) following SECNAVINST 7320.10A procedures.

Management Response: Concur. CNIC will conduct site assessments of the JPMG fielded Installations to determine excess equipment quantities and develop a redistribution plan as needed. This corrective action will be completed by 1 Nov 2009.

Recommendation 9: Obtain the "Installation Protection Program Family of Systems Supplemental Technical Handbook" that details equipment shelf life and storage requirements from the JPMG Program Manager, and provide copies to Navy installations that received (or will receive) equipment through the Installation Protection Program.

Management Response: Concur. CNIC will ensure JPMG fielded Installations receive the handbook. This corrective action will be completed by 1 April 2009.

Recommendation 10: Provide oversight and guidance to ensure that Installation III completes preparation of an Emergency Management Plan per DoDINST 2000.18 and CNICINST 3440.17.

Management Response: Concur. CNIC will direct Installation III to complete an Installation Emergency Management Plan and will assess satisfactory completion of the plan in the annual plan review. This corrective action will be completed by 1 June 2009.

Recommendation 11: Establish controls and provide oversight to ensure the actions included in Recommendations 1 through 10 are effectively implemented.

Management Response: Concur. CNIC will establish controls and provide oversight of the corrective action implementation. These corrective actions will be completed by 1 Nov 2009.

Appendix B:

Management Response from Chief, Bureau of Medicine and Surgery



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
2300 E STREET NW
WASHINGTON DC 20372-7300

7510
Ser N2008-NIA000-0053
NOV 03 2008

IN REPLY REFER TO

From: Chief, Bureau of Medicine and Surgery
To: Assistant Auditor General for Installations and Environment Audits, Naval Audit Service (NAVAUDSVC)
Subj: Draft NAVAUDSVC Report "Selected Navy Installations' Preparedness Against Chemical, Biological, Radiological, and Nuclear Attack" (N2008-NIA000-0053.000)
Ref: (a) NAVAUDSVC memo 7510 N2008-NIA000-0053 of 22 Sep 08
Encl: (1) Bureau of Medicine & Surgery responses to subject draft report

1. We reviewed reference (a) and enclosure (1) provides our responses to the draft report recommendations. We also reviewed reference (a) from a Freedom of Information Act perspective and submit that the audit report does not require the "For Official Use Only" designation.
2. BUMED will establish controls and provide oversight to ensure the actions included in all recommendations are effectively implemented.
3. The audit liaison is [REDACTED] at [REDACTED] or e-mail [REDACTED]. The technical point of contact is [REDACTED] or [REDACTED].

[REDACTED]
Assistant Deputy Chief, Medical Operations

Copy to:
OPNAV N46 (CNIC)
NAVFACHQ

FOIA
(b)(6)

Bureau of Medicine and Surgery Response To
NAVAUDSVC Draft Audit Report "Selected Navy Installations' Preparedness Against
Chemical, Biological, Radiological, and Nuclear Attack"
(N2008-NIA000-0053.000)

We reviewed the draft audit report and concur with the findings and recommendations contained therein that relate to the Bureau of Medicine and Surgery (BUMED). Below are our responses to the recommendations addressed to BUMED.

We recommend that BUMED require military treatment facilities (MTFs) to:

Recommendation 12: Establish internal controls and procedures to ensure that current personnel complete required training and Mask Fit Testing, develop procedures to hold personnel accountable, and require incoming personnel to complete required training and Mask Fit Testing prior to starting operational duties.

Management Response: Concur. BUMED will publish Enterprise wide guidance directing MTFs to adhere to established controls and procedures to ensure all assigned personnel complete required training and Mask Fit Testing prior to starting operational duties. This corrective action will be completed by 31 December 2008.

Recommendation 13: Track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system.

Management Response: Concur. BUMED will require MTFs to track all training and Mask Fit Testing documentation supporting training completion to ensure all personnel are trained, and implement a standardized tracking system. BUMED will direct Navy Medicine Manpower, Personnel, Training and Education Command via Navy Medicine Support Command to develop and implement an Enterprise wide standardized training tracking system. This corrective action will be completed by 31 March 2009. BUMED will require MTFs to implement utilization of the Enterprise Safety Applications Management System (ESAMS) as the standardized tracking system for Mask Fit Testing. This corrective action will be completed by 31 March 2009.

Bureau of Medicine and Surgery Response To
NAVAUDSVC Draft Audit Report "Selected Navy Installations' Preparedness Against
Chemical, Biological, Radiological, and Nuclear Attack"
(N2008-NIA000-0053.000)

Recommendation 14: Establish procedures to ensure personnel assigned equipment custodial duties receive training on proper equipment management procedures, per SECNAVINST 7320.10A

Management Response: Concur. BUMED will publish a Concepts of Operations (CONOPS) for the MTFs on material management to ensure proper procedures are followed. This corrective action will be completed 31 January 2009.

Recommendation 15: Conduct a 100 percent inventory of JPMG equipment received and complete DD Form 200s, "Financial Liability Investigation of Property Loss," for all unaccounted-for items (including those items identified in this report) as required by DoD FMR volume 12, chapter 7, and verify that all JPMG-provided equipment items are within the applicable shelf life.

Management Response: Concur. BUMED will direct the MTFs to conduct a 100 percent inventory of JPMG received equipment and utilize the Defense Medical Logistics Standardization System (DMLSS) systems as the sole reporting system to their respective Navy Medicine Regional Command (NAVMEDREGCOM). Each NAVMEDREGCOM will complete DD Form 200s for all unaccounted-for items and submit to BUMED. This corrective action will be completed by 31 March 2009. BUMED will verify that all JPMG –provided equipment items are within applicable shelf life timelines. This corrective action will be completed by 31 January 2009.

Recommendation 16: Conduct regular periodic inventories of JPMG equipment per SECNAVINST 7320.10A.

Management Response: Concur. BUMED will publish Enterprise wide guidance directing all MTFs to conduct regular inventory inspections of all JPMG equipment and will conduct Enterprise wide audits at least annually. This corrective action will be completed by 15 February 2009.

Recommendation 17: Implement procedures to monitor/control the temperature/humidity and other environmental conditions of JPMG equipment storage facilities per "Installation Protection Program Family of Systems Supplemental Technical Handbook" specifications.

Management Response: Concur. BUMED will publish Enterprise wide guidance implementing procedures to monitor/control all environmental conditions of JPMG equipment storage to ensure compliance with the specifications of the "Installation Protection Program Family of Systems Supplemental Technical Handbook". This corrective action will be completed by 15 April 2009.

Recommendation 18: Reconcile all JPMG equipment items received to Basis of Allocation allowed quantities, identify any excess equipment on hand, and either transfer the excess equipment to other medical treatment facilities or dispose of the excess equipment (including those items identified in this report) following SECNAVINST 7320.10A procedures.

Management Response: Concur. BUMED will direct MTFs to reconcile all JPMG equipment against the Basis of Allocation allowed quantities and notify BUMED of any discrepancies or excess for appropriate adjudication in compliance with SECNAV procedures. This corrective action will be completed by 31 January 2009.

Recommendation 19: Obtain the "Installation Protection Program Family of Systems Supplemental Technical Handbook" that details equipment shelf life and storage requirements from the JPMG Program Manager, and provide copies to medical treatment facilities that received (or will receive) equipment through the Installation Protection Program.

Management Response: Concur. BUMED will obtain the "Installation Protection Program Family of Systems Supplemental Technical Handbook" from the JPMG Program Manager and distribute to all MTFs. This corrective action will be completed by 30 November 2008.

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