



COI MISSION

The Security and Emergency Services (S/ES) Community of Interest (COI) creates professional development opportunities, provides community forums, and promotes the interests of Marine Corps S/ES organizations.

COI VISION

To become an essential partner with installations and operating forces by providing Security and Emergency Service members individual career development opportunities and a network for exchanging knowledge, improving communications, sharing best practices, and finding innovative solutions which will deliver improved organizational capabilities to meet future safety and security needs for Marines, civilians, and their families.

Security and Emergency Services (S/ES) Community of Interest (COI) Newsletter

Spring 2015

A Message from the Community Leader

This is the first newsletter released since its inception that does not have a message from the Community Leader. Mr. Raymond Geoffroy, former Assistant Deputy Commandant for Plans, Policies, and Operations (Security) and the Security and Emergency Services Community of Interest Leader, retired on 31 October 2014 after over 44 years of serving the Marine Corps and our nation as a uniformed Marine and civilian. He will be sorely missed. His replacement has not yet been announced; I suspect a selection will be made before the next newsletter is published.

Recently, Headquarters Marine Corps convened a board to select the 2014 Community Civilian of the Year and Lifesaving Awards. As usual, we received a considerable number of submissions detailing the outstanding performance of individuals in the Community. The quality of the nominees is a testament to the professionalism and dedication of our civilian workforce. As detailed in MARADMIN 067/15, the 2014 Civilian of the year is Mr. Gene A. Rued, Technical Director of the Marine Corps Installation East Brig in Camp Lejeune, NC. The Lifesaving Award selection is Civilian Lieutenant Thomas F. Watson from the Marine Corps Air Station Yuma Provost Marshal's Office. Congratulations to you both. They will be formally recognized on 11 March 2015 at the Marine Corps Senior Leaders Security Conference at Marine Corps Recruit Depot in San Diego, CA.

As always, if you have an article, best practice, etc., that you would like to see published, please contact me at peter.loughlin@usmc.mil.

Thanks for all you do for Country and Corps.

Semper fidelis,

Mr. Pete Loughlin

Security and Emergency Services Community Manager

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Civilian Police Officer Awarded for Saving Life of Newborn

By Lance Cpl. Asia J. Sorenson
Marine Corps Base Camp Pendleton



Brig. Gen. Edward D. Banta presents Officer Charles E. Horton with a Meritorious Civilian Service award during an awards ceremony, Jan. 22. Horton saved the life of a newborn infant Aug. 20 by assisting in the birth of the infant and then performing CPR on the infant until it took its first breath. Brig. Gen. Banta is the Commanding General of Marine Corps Installations West/Marine Corps Base.

(Photo by Lance Cpl. Asia J. Sorenson/Released)

Officer Charles E. Horton was presented with a Navy and Marine Corps Commendation for Meritorious Civilian Service during a ceremony here, Jan. 22.

Brig. Gen. Edward D. Banta, Commanding General, Marine Corps Installations West/Marine Corps Base, presented Horton, a patrol officer with the Marine Corps Police Department, Security and Emergency Services Battalion with the award for saving the life of an infant.

Horton responded to a call for medical assistance in the San Onofre housing area in August of last year.

Arriving on the scene, Horton found a family in panic. Horton remained calm and assisted in the birth of an infant. The child wasn't breathing. Horton then performed CPR on the newborn until the boy took his first breath, saving the infant's life.

"It was a huge sigh of relief," Horton said. "The parents could calm down, knowing their child was going to be okay."

The citation for his award reads: "Officer Horton maintained composure in the midst of anxiety and demonstrated that the newborn was in capable hands. Officer Horton remained on the scene, attending to and reassuring the family until Paramedics arrived on the scene and transported mother and child safely to the Naval Hospital for further care."

"I am very honored," said Horton. "We do a lot of training to handle any situation and to see it all come into play made me proud." ■

A Trip Report on the Program on Terrorism and Security Studies George C. Marshall European Center for Security Studies

*By Major Jeremy Wayne Thompson
Provost Marshal, MCAS Yuma*

The purpose of my trip to Garmisch, Germany and attending the Program on Terrorism and Security Studies (PTSS), beside my continued education, was to assess the value of adding the George C. Marshall Center's PTSS to Military Service career development pathways and professional education roadmaps.

In addition to Military Leaders, I offer this trip report to all senior security managers in both Federal and State Government. This report covers the course background, the course experience, and finally my recommendation regarding the efficacy of the course and the value of adding it to the career development and educational programs. The course was presented in a 4-week lecture module: Most daily lectures were followed by a small group seminar to discuss the topics covered in the plenary session.

As advertised, the Program on Terrorism and Security Studies at the George C. Marshall European Center for Security Studies focuses on how a State can effectively combat terrorism (CbT) while adhering to the fundamental values of a democratic society. It helps participants appreciate the nature and magnitude of today's threat, develop a common understanding of the definition of terrorism and establish contacts within the counterterrorism community. By developing common grounds of knowledge, understanding and contacts among participants—an "intellectual interoperability" PTSS improves national security officials' ability to cooperate internationally to counter the aspects of terrorism that reach across national borders.

The main themes within the course consisted of Leadership and Ethics, Globalization, Countering Ideological Support for Terrorism, Weapons of Mass Destruction, Competing Angles of Analysis, whole-of-society approach to CbT, and networking with international law enforcement and intelligence counterparts.

While the Marshall Center is Eurasia-centric, civilian, military, and government officials from all over the world recognize terrorism's global impact and attend many of the courses including PTSS. There were 70 students from 45 different countries in my PTSS class. Just as an example, my small group consisted of intelligence and law enforcement officials from Croatia, Serbia, Cameroon, Ireland, Burundi, Botswana, Nigeria, Estonia, Egypt, Thailand, Oman, USA, and the UK. Working so closely over a four-week period with peers from so many countries, especially on problem solving issues and issues of morality, was priceless. Just the multicultural experience alone was invaluable. Learning how other countries approach problems offered an insight to what I may deal with if leading foreign Law Enforcement Advising Teams, advising Commanders on foreign LE capabilities, or partnering with Foreign National CbT teams.

PTSS prides itself in the fact that the graduates of the class integrated into a world-wide network managed with Global Net (an online resource tool host by the Center) which not only allows them to remain in contact with their former classmates but allows them an avenue to contact any previous alumnus when looking for a highly placed security professional contact for preparing and conducting future site surveys in foreign countries.

I strongly recommend leaders add this course to their mid to upper level management career development roadmap to further professionalize their organizations. This course, if frequented by Law Enforcement or Intelligence officials, would assist the United States in institutionalizing international law enforcement and intelligence cooperation focusing on the "whole-of-government/whole-of-society" approach to effectively plan and coordinate CbT, Theater Security Cooperation, and Host Nation Law Enforcement Capacity building. In addition, I recommend that screening prerequisites for the school include a Bachelor's degree; the course is part of the Masters in International Security Studies program from the University of Munich Bundeswehr.

Lastly, I have been to many schools over my 21-year career and this was without question, one of the best; it rivaled USMC Command and Staff's quality in content and rigor. The faculty members were amazing and the adjunct professors came from all over the world including, Egypt, Germany, Slovenia, UK, and Australia to name just a few. Guest lecturers included, Ambassadors, Heads of National CbT organizations, FBI Agents, Military Leaders, and Heads of NGOs. ■

Military Police Transition Training Program (MPTTP) WALETA, Lake Havasu City, AZ

by Major Jeremy Wayne Thompson
Provost Marshal, MCAS Yuma

Over the last two years, Chief Doyle, the Lake Havasu City Chief of Police, and the Western Arizona Law Enforcement Training Academy (WALETA) cadre developed a program to assist military police transition from military service to civilian careers. After consulting with each Service Component law enforcement training center and local Provost Marshal's Offices (PMO) including PMO, Marine Corps Air Station Yuma, WALETA rolled out the inaugural MPTTP class this past summer.

SSgt Jason Biggers, a Marine MP from Marine Corps Air Station Yuma graduated from the first class and was recently offered tentative hire by Bullhead City, AZ Police Department. Biggers, who retires from the Marines in April, is set to begin duty with the police department in May. For MPs such as Biggers, opportunity exists for military commands to send active duty personnel to the academy in a Permissive Temporary Duty Status (at no cost to the military) and the MPs can use their Montgomery G.I. Bill to cover all expenses, including course fees and lodging. In addition to graduating as an Arizona State certified Police Officer, SSgt Biggers earned 15 credits towards a degree from Mohave Community College.

The regular WALETA Police Academy is 18 weeks. WALEA has condensed the training to 9 weeks specifically for service members who meet the prerequisites. These requirements are: 1. must be a graduate from a DoD Military Police School; 2. must have performed over 2,080 hours of Law Enforcement duties within the last 5 years; and 3. must have honorably served in any U.S. Military Service, Active Duty, Reserve, or Guard.

If military members or veterans are interested, they should contact the academy for more information. ■

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Operational Utility Technology Assessments (OUTA) – the Why?

by Mr. Doug Phelps, HQMC, PP&O (PSM)

Over the past five years the Headquarters Marine Corps, Plans Policies & Operations (PP&O) Security Division (PS) Mission Assurance Branch, Mission Assurance Assessment (MAA) program has established a standardized process to support the identification of risk as it relates to the protection of personnel, critical infrastructure, and the missions the Marine Corps provides or supports throughout the Department of Defense (DoD).

During this timeframe, Marine Corps Installations Command (MCICOM) began developing their Security Infrastructure Campaign Plan (SICP) in an effort better identify and prioritize resources for security-related infrastructure risks on their installations. To ensure the MAAT stayed synchronized and provided value-added products, we determined that a far greater understanding on the installation operational utilities and energy capabilities would be required. In conjunction with this new requirement, numerous DoD mandated energy related requirements began to emerge that drove I&L LF to begin planning for and establishing a strategic vision to meet these mandated requirements.

To support all of these concurrent requirements, the MAAT partnered with numerous stakeholders to develop a standardized methodology to collect, prioritize, document, and map installation data relating to operational utilities and energy requirements. In early 2014, our initial team conducted 3 pilot energy assessments. Although these pilot assessments only focused on energy security and resiliency, behind the scene, our team was in the process of adding in the collection of communication data in support of MCICOM's G-6 requirements. Once completed, our team used these reports and the direct feedback provided from the stakeholders (Installation personnel, I&L, MCICOM, etc.) to refine the team's methodology and to establish a standardized process.

In September of 2014, our coordinated team began conducting Operational Utility Technology and Energy Security Assessments [OUTA/ESA] for all Marine Corps Installations. In an effort to not place a larger burden on the Installations staff, we developed a schedule that aligned with the Mission Analysis portion of the MAAs, allowing our teams efforts to be synchronized and coordinated throughout the entire process.

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(OUTA, continued)

In an effort to support the end users, these reports will assist installation commanders in their care of critical infrastructure and provide them mission data to support the prioritization of multiple planning efforts for secure and reliable power & communications in support of missions and operations. Through interviews with key staff, in depth site tours, and data collection, the OUTA and ESA teams provide valuable data installation commanders may use to prioritize their resources and plan a more modern, cost effective, and resilient infrastructure which meets operational requirements, while providing a superior quality of life and work environment for tenant commands.

Presidential Policy Directive 21 (PPD-21) is the national policy on Critical Infrastructure Security and Resilience. PPD-21 explains "...the Federal Government has a responsibility to strengthen the security and resilience of its own critical infrastructure." This directive specifically identifies two sectors as uniquely critical due to the enabling functions they provide across all critical infrastructure sectors. Those two sectors are Communications and Energy. These two vital sectors have an extreme impact on, and underpin, all other critical sectors identified by the President.

10 USC 2688 defines a utility system as, amongst other things, "a system for the transmission of telecommunications." Commonly referred to and known utilities typically include those we are most familiar with such as water, wastewater, natural gas, and steam. These utilities rely upon an often undervalued and overlooked resource, the telecommunications utility. Communications and energy utilities allow us to control and operate all other critical infrastructure sectors defined within PPD-21.

The OUTA facilitates the development of strategic plans for information technology infrastructure (ITI) security and resiliency and provides the data that enables leaders to make fiscal decisions on infrastructure improvements over the fiscal year defense plan and program objective memorandum out year planning. The assessments implement an installation mission-based strategy and methodology to identify mission-critical operations and functions conducted on an installation. This methodology also identifies gaps in ITI security and resiliency that support the execution of these missions, functions, and core capabilities; as well as associated critical assets.

The OUTA team is comprised of subject matter experts whose experience may provide base and installation commanders a clearer understanding of risk exposure and also the information necessary to support an integrated risk management decision process. Team members are versed in multiple disciplines to include Energy, Telecommunica-

tions, Cybersecurity, Control Systems, Mission Assurance, Risk Mitigation and management, and Geospatial Information Systems (GIS).

On February 12, 2013 President Obama issued Executive Order 13636; Improving Critical Infrastructure Cyber Security. Section (1) of this order expresses the President's great concern for the improved protection of our nation's critical infrastructure and states:

"Repeated cyber intrusions into critical infrastructure demonstrate the need for improved cybersecurity. The cyber threat to critical infrastructure continues to grow and represents one of the most serious national security challenges we must confront." –EO 13636

Section 7 of Executive Order 13636 orders the creation of a framework to reduce cyber risks to critical infrastructure (the "Cybersecurity Framework"). This framework is to provide a prioritized, flexible, repeatable, performance-based, and cost-effective approach, including information security measures and controls, to help owners and operators of critical infrastructure identify, assess, and manage cyber risk. The OUTA assists other standing programs, to include the Marine Corps Critical Infrastructure Protection (MCCIP) and Mission Assurance (MA) in the execution of this order.

With the publication of MCO 3058.1 in October of 2014, Plans, Policies and Operations (PP&O) established official policy on the topic of MA. According to the order, MA is "both an integrative framework and a process to protect or ensure the continued function and resilience of capabilities and assets - including personnel, equipment, facilities, networks, information and information systems, infrastructure, and supply chains - critical to the performance of DoD MEFs in any operating environment or condition. The intent of this order is to provide commanders at all levels with risk-based information that supports their ability to execute assigned missions, maintain required capabilities, and manage risk. The OUTA program directly supports this effort.

Critical infrastructure must be readily available and able to be leveraged at any time, day or night, and often under extreme circumstance. A comprehensive MA framework is vital to the operation and protection of these assets. This infrastructure includes those utilities supported by critical assets located aboard our bases, posts, and stations which installation commanders and individual tenant commanders use to sustain the force and maintain its readiness and welfare.

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(OUTA, continued)

Emergency responders, as well as the Mass Notification System, rely heavily on the uninterrupted availability of critical infrastructure. Not only the execution of critical missions and tasks, but also the life safety of all service members and civilians working aboard Marine Corps installations are directly affected by the availability and resiliency of its critical infrastructure.

The OUTA program directly supports MCICOM Strategic

Objectives 2.3 "Support readiness by configuring installation assets to meet the requirements of the Operating Forces" and 2.5 "Provide effective Installation Protection." In March of 2014, the OUTA team conducted an assessment aboard MCB Hawaii. As a direct result of its findings, MCB Hawaii was awarded \$1.2M for much needed infrastructure improvements from HQMC to mitigate immediate risks and replace substandard infrastructure identified by the team. ■

Facilitating Team Meetings so that Everyone's Ideas are Heard

Excerpt from "Don't Overpower Your Team"

by Liane Davey

As you already know, gathering ideas from your team members is important for buy-in and being able to move the team forward. Most leaders understand that all voices need to be heard during team meetings. However, the boss' voice carries considerable weight. When the boss speaks, team members tend to listen differently and more carefully than when others speak up. Additionally, when the boss speaks, most are quick to agree and very, very slow to respond if they disagree — so slow that they may never speak at all! Fortunately, you, as the boss, can impact this dynamic.

Your behavior can make or break how open your team is to offering ideas and solutions in meetings.

Below are some tips for encouraging a positive, safe environment for speaking out:

- **Avoid being the first, second, or third person to respond.** Allow your team the opportunity to have an open floor without your intervention.
- **Listen with interest and respect to what people are saying.** Sit down when others are talking so you can make eye contact across the table instead of "looking down" on your team. Allow people to speak without interruption.
- **Acknowledge people by name** (e.g., "Bob, that's an interesting point.")
- **Encourage the person offering the idea to keep explaining what is on his/her mind** (e.g., "What was your thought process? Tell us more.").
- **Pursue what is interesting and unique about the thought.** Find the best characteristic of what is being offered.
- **Use a white board or flip chart to record ideas.** This is a way of acknowledging people and affirming their idea.
- **Verbally support the process.** Use names. Thank team members. Say comments like, "We're really making progress." And "We're moving ahead with some great input."
- **Keep asking, "Any other ideas?"** Wait until they emerge. Don't be discouraged if the ideas come out slowly.
- **Divide the team into small groups** to maximize efforts of interchange.
- **Amplify the voices from quiet members of the team.** "Jim, you have an important perspective with your background, what are we missing?" "Susan, what risks aren't we seeing?"
- **Always be aware of your mindset and behavior.** The team will be creative and open when the environment is non-judgmental. Don't let naysayers rule. Create an atmosphere where all people and possibilities are valued. ■



F&ES Accreditation a Valuable Tool for Continuous Improvement of Marine Corps Emergency Services

Excerpt from MCICOM G-3 IP Branch Newsletter - Winter 2014, Vol 1 Issue 2

Fire and Emergency Services (F&ES) accreditation is what every Marine Corps F&ES Department strives to achieve.

For the seven Marine Corps F&ES Departments that have received accredited status, it is a badge of honor that acknowledges the department is just as well-trained, organized, and responsive as any of their civilian counterparts protecting any major city across the country.

“Accreditation is a validation of the hard work and professionalism of our Marine Corps firefighters and emergency medical personnel,” said Kevin King, Director of the Marine Corps F&ES Program. “It says an external organization has scrutinized every area of our operations and has determined that we meet Department of Defense and internationally recognized industry standards in every category.”

CFAI accredited F&ES departments:

- MCLB Barstow
- MCIPAC-MCB Camp Butler/
MCIPAC F&ES Japan
- MCAS Cherry Point
- MCB Camp Lejeune
- MCAS Miramar
- MCRD Parris Island
- MCAS Yuma

On Aug. 19, 2011 the Assistant Deputy Commandant for Installations and Logistics (ADC, I&L (LF)) issued guidance that established the Commission on Fire Accreditation International (CFAI) model as the standard tool used by Marine Corps F&ES Departments to meet the program evaluation and continuous improvement mandates of Department of Defense Instruction (DoDI) 6055.06 which is the primary policy for F&ES departments throughout the DoD.

Earning accreditation is difficult work, taking upwards of 18 to 24 months of reviewing policies, drafting processes, completing in-depth self-assessments, and participating in a peer-assessed site visit. The road to accreditation is not an easy one, but the process is invaluable in identifying a department’s strengths, weaknesses, and areas for improvement.

Seeking accreditation forces departments to develop and/or document policies and processes critical to providing fire and emergency services that meet the best practices in the industry. Accreditation ensures that departments are organized with planning documents addressing both short-term actions and long-term strategic goals, equipped with the tools to accurately manage and forecast budgets, and able to provide data and analytics required for management of departmental programs and services.

Other benefits of accreditation include:

- International recognition by colleagues and the public
- Creation of methods and systems for continuous organizational improvement
- Continuous evaluation of the emergency services provided to the community
- Professional growth and development for the department and its personnel
- A mechanism for developing strategic and program action plans

The CFAI accreditation process includes a rigorous self-assessment on 82 core competencies and more than 180 performance indicators. Each core competency and performance indicator must have documentation to validate that the department is meeting the requirement.

Performance evaluation categories include:

- Assessment and Planning
- Essential Resources
- Financial Resources
- Governance and Administration
- Physical Resources
- Training and Competency

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(F&ES Accreditation, continued)

To achieve accreditation, departments must complete a four step process:

1. Become a Registered Agency – This step allows a department to familiarize itself with the accreditation process and to send its representatives to the CFAI basic workshop training.
2. Become an Applicant Agency – A department officially signals its intent to begin the accreditation process. The department is assigned a volunteer mentor who will actively review document drafts and offer feedback and advice during the accreditation process. A department is given 18 months to complete the accreditation process.
3. Become a candidate for accreditation – Following the self-assessment process, a candidate department's documents are peer reviewed. Following approval of the documents, an on-site peer assessment is conducted and a final report is submitted to the department and CFAI.
4. Achieving accreditation – The commission holds a hearing to review the results from the peer assessment team leader with representatives from the candidate department in attendance. The commission will then grant, deny or defer accreditation.

**USMC F&ES departments
working toward accreditation:**

- MCAS Beaufort
- MCIWEST-MCB Camp Pendleton
- MCINCR-MCB Quantico
- MCAGCC Twentynine Palms

Accreditation is not finished once a department receives accredited status. Accredited status is good for five years. Departments are required to submit annual compliance reports to maintain accreditation. And at the end of the five year accreditation period, the department must once again complete the self-assessment process for re-accreditation.

POC: Mike Pritchard, MCICOM G-3 IP Branch Fire and Emergency Services (F&ES) PM
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Message Board

This section is designed to list messages of interest to the S/ES COI. All messages can be found on the S/ES SharePoint site at: <https://ehqmc.usmc.mil/org/ppo/PS/SES-COI/default.aspx>.

If you don't have an ehqmc account, you can establish one by contacting Mr. Billy Goard, the site's administrator, at billy.goard_ctr@usmc.mil. ■

Important Messages

- CMC 051600Z Nov 14 - Marine Corps Civilian Leadership Development Program
- CMC 091809Z Jan 15 - FY16 Marine Corps Mission Assurance Assessment Schedule
- CMC 131349Z Jan 15 - FY16 Federal Bureau of Investigation National Academy
- CMC 161626Z Jan 15 - Use of POVs in the Performance of Official Law Enforcement-Criminal Investigative Duties
- CMC 221810 Jan 15 - Announcement of the 18th Sergeant Major of the Marine Corps
- CMC 231930Z Jan 15 - 36th Commandant's Planning Guidance
- MARADMIN 067-15 - CY 2014 Jim Kallstrom and Security and Emergency Services Civilian Award Results

