



UNITED STATES MARINE CORPS
FORCE HEADQUARTERS GROUP
MARINE FORCES RESERVE
2000 OPELOUSAS AVENUE
NEW ORLEANS, LOUISIANA 70114-1500

IN REPLY REFER TO:
5530
G-3/5
11 Sep 18

From: Commanding General, Force Headquarters Group
To: Command Teams

Subj: FORCE HEADQUARTERS GROUP ANTITERRORISM / FORCE PROTECTION PLAN

- Ref:
- (a) DoD Instruction O-2000.16, Volume 1 "DOD Antiterrorism (AT) Program Implementation: DoD AT Standards," November 17, 2016
 - (b) DoD Instruction O-2000.16, Volume 2 "DOD Antiterrorism (AT) Program Implementation: DoD Force Protection Condition (FPCON) System," November 17, 2016
 - (c) DOD Antiterrorism Officer Guide, December 21, 2012
 - (d) DOD Instruction 2000.12, "DOD Antiterrorism (AT) Program," Incorporating Change 3, May 8, 2017
 - (e) JP 3-07.2, "Antiterrorism," March 14, 2014
 - (f) NAVMC 3500.103, "Marine Corps Antiterrorism (AT) Manual," October 27, 2010
 - (g) MCO 3302.1E, "Marine Corps Antiterrorism (AT) Program," March 8, 2009
 - (h) MCO 5530.14A, "Marine Corps Physical Security Program Manual," June 5, 2009
 - (i) MARADMIN 599/15 "Arming Personnel in the Performance of Security Duties"
 - (j) Marine Force Reserve Policy Ltr 2-15 "Arming of Duty Personnel"
 - (k) Marine Forces Reserve Order 5530.1 "Arming Personnel Off Installation"
 - (l) Marine Forces Reserve Order 3058.1 "Mission Assurance"
 - (m) MFR All Hazard Threat Assessment

Encl: (1) TBS Tenets 5-3-5

1. Situation

a. Background. Protection of the Force is among the most basic of commander responsibilities. Still, we face a determined and skilled enemy. In 2015, the Marine Corps Reserve Training Center (RTC) in Chattanooga, Tennessee was the target of a terrorist attack that killed five service members. We must apply lessons learned from that event, as well as best practices learned from continued analysis, to identify and mitigate threats and their impacts on FHG personnel and assets. Threats vary based on time, location, political atmosphere, and a host of other factors. Site Commanders and Unit Commanders must remain attuned to those factors and be prepared to make adjustments as the situation dictates.

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b. Marine Corps Reserve units are inherently more vulnerable to attack than active component forces aboard major installations. This is due to the limited force protection resources available at RTCs (Reserve Training Centers), compared to major installations. Additionally, we often participate in activities such as Birthday Balls, Community Relations events, and Individual Ready Reserve (IRR) musters that take place away from the limited protection afforded by the training centers.

2. Mission. In accordance with the references, publish guidance to Force Headquarters Group (FHG) units regarding Anti-Terrorism / Force Protection (ATFP) planning and execution.

3. Execution

a. Commander's Intent and Concept of Operations.

(1) Commander's Intent. Successful attacks are often the result of a failure of imagination. Constantly assess for blind spots in your force protection posture and use every resource at your disposal to identify the "enemy or tactic we were not prepared for". FHG unit commanders and leaders must conduct thorough threat assessments and appropriate risk management in the execution of daily activities and planned events. Doing so will ensure risk is mitigated to a practical level and that personnel and assets are not subject to unnecessary threats or risks. **Endstate**: FHG Commands and personnel employ a protection mindset inspired by the enclosed 5-3-5 card, which has been effectively used by Marines in combat.

(2) Concept of Operations

(a) Anti-Terrorism / Force Protection (ATFP) oversight within MARFORRES is a shared service provided by the MARFORRES G3 Protection Division (PD). MARFORRES G3 PD conducts site assessments on a triennial basis to monitor compliance with Department of Defense (DoD) and service directives. Additionally, MARFORRES G3 PD chairs the Quarterly ATFP Working Group that includes MARFORRES Facilities, FHG G3 ATFP representatives, and site-level ATFP representatives. The MARFORRES G3 PD chaired working group prioritizes ATFP-specific facility upgrades throughout MARFORRES and makes recommendations to command leadership on the allocation of limited resources to best address ATFP requirements.

(b) FHG Marines assigned to the Command Element in New Orleans, to include the Marine Corps Individual Reserve Support Activity (MCIRSA), are administratively attached to Headquarters

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Battalion, MARFORRES, and will comply with ATFP directives issued for Marine Corps Support Facility New Orleans.

b. Tasks

(1) AC/S G3. Appoint an FHG ATFP Officer who will:

(a) Be appointed in writing.

(b) Anti-Terrorism Officer (ATO) Level II certified.

(c) Serve as the interface between appointed unit ATFP Officers and the MAFFORRES G3 PD, when necessary.

(d) Participate in MARFORRES quarterly ATFP working groups and report units that are not participating in the teleconferences.

(e) Monitor compliance in coordination with the MARFORRES G3 PD and report findings to FHG leadership.

(f) Ensure subordinate units develop and execute Risk Management processes for each element of the Mission Assurance Program. All Risk Management processes and procedures shall be reviewed at least annually.

(g) Coordinate with MARFORRES G3 PD to ensure program reviews are conducted triennially for all subordinate units. Ensure subordinate element vulnerability assessments are completed annually, and report those with "high" or "critical" vulnerability ratings to FHG leadership. The vulnerability ratings system is explained in reference (i).

(h) In collaboration with MARFORRES Protection Division, ensure required MA training is conducted to include Level I through Level IV AT training. Manage Level II AT training requirements for site ATOs via the MARFORRES PD Portal.

(i) Ensure units are in compliance with USNORTHCOM designated Force Protection Conditions (FPCON) and Random Anti-Terrorism Measures (RAMs). Notify MARFORRES if required to increase the FPCON due to increased threat.

(j) In coordination with the MARFORRES Protection Division, ensure use of the MARFORRES PD Portal to disseminate FPCONS, intelligence, and indications and warnings to subordinate units.

(k) Ensure subordinate units establish force protection guidance for off-installation facilities, housing, and other

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activities used by or involving mass gathering of Marine Corps personnel, family members, and visitors.

(2) FHG units

(a) Comply with references (a) through (m), as well as additional guidance published by MARFORRES G3 PD.

(b) Assign a Protection Officer/Antiterrorism Officer (ATO) in writing. The designated Marine should be ATO Level II trained. Unit ATOs must be familiar with the MARFORRES G3 PD Portal and understand how to enter an Eagle Eyes and Suspicious or Threatening Activity Report (STAR).

(c) Units that are not tenants aboard a DoD installation, maintain a list of Federal and DoD sites within a 20 mile radius and be prepared to notify them in the event of an incident or suspicious activity that could impact their assets.

(d) Units aboard DoD installations, be prepared to notify the host installation law enforcement of an incident or suspicious activity.

(e) Collaborate with local, state, and Federal authorities (within legal limits) regarding security issues relative to mission critical assets and infrastructure to maintain awareness.

(f) Partner with appropriate stakeholders to obtain risk-based protection solutions for assets and infrastructure.

(g) Establish Memoranda of Understanding/Agreement with external entities as required to support mission assurance and protection requirements. Forward MOU/MOAs to the FHG ATFP Officer.

(h) Document and implement Continuity of Operations Plans (COOP) that provide the means to continue mission essential functions during all disruptive events.

(i) Develop, employ, and rehearse ATFP plans in accordance with the references, and submit/report to the FHG G3 ATFP Officer no later than 31 December each year, and when updated thereafter. Unit ATFP plans must include the following, at a minimum:

(1) RTC Force Protection Condition Action Sets
Matrix.

(2) Barrier Plan for the RTC.

(3) Risk Management Methodology for the RTC.

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- (4) Emergency lockdown procedures for the RTC.
- (5) Shelter in Place Procedures for the RTC.
- (6) Random Antiterrorism Measures (RAM) for the RTC.
- (7) Training and Exercises of the ATFP Plan.
- (8) Resource Management.

(j) Develop annual Vulnerability and All-Hazard Threat Assessments (AHTAs). Develop a plan of action to mitigate or eliminate the vulnerabilities. Rate and prioritize identified vulnerabilities, per reference (i). Submit documents to the FHG G3 ATFP Officer no later than 31 December each year.

(k) Establish force protection guidance for off-installation facilities, housing, and other activities used by or involving mass gathering of Marine Corps personnel, family members, and visitors. Develop an AHTA for each off-site unit event, to include, but not limited to, training events, Marine Corps Birthday Balls, IRR musters, and community relations events. AHTAs for Birthday Balls and IRR musters will be submitted no later than 30 days prior to the event. AHTAs for community relations and off-site training will be submitted no later than 15 days prior to the event. **As part of the AHTA submission, identify the officer or SNCOIC who is accountable for complying with force protection requirements.** Reference (k) provides policy on the request process for arming personnel in support of off-installation events.

(l) Utilizing the guidance in references (i) and (j), make determinations on arming duty personnel at each site. Per reference (i), these decisions will be made at the special court martial convening authority level. If the decision is made to arm duty personnel, security force orders must be published, per reference (i).

(m) Unit ATFP Officers will participate in MARFORRES quarterly ATFP working group teleconferences.

(n) Designate points of contact for processing official and unofficial OCONUS travels in compliance with the Foreign Clearance Guide (FCG), Travel Tracker/Individual Antiterrorism Plan (TT/IATP), and Aircraft and Personnel Automated Clearance System (APACs).

(o) Prior to sending personnel OCONUS in support of an exercise, understand the AT/FP provisions in place and ensure participants are briefed accordingly. Identify unresolved AT/FP concerns to the FHG G3 by the end of the Final Planning Event (FPE).

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(p) Submit waiver requests to COMMARFORRES via the chain of command, if implementation of MA requirements as outlined in this order and the references would adversely affect mission accomplishment.

4. Administration and Logistics. Not applicable.

5. Command and Signal.

a. **Inspector Instructors are accountable for the implementation of appropriate force protection measures of the RTC.**

b. All leaders who coordinate off-installation events away from the limited protection of the RTC, to include social gatherings, are responsible for conducting an appropriate threat assessment, employing risk mitigation measures, and ultimately utilizing sound judgment in determining whether the benefit of the event outweighs the risk.

c. The FHG ATFP Officer is the point of contact for questions or recommended changes. References are available in the ATFP section of the FHG G3 sharepoint or by contacting the FHG ATFP Officer.



M. A. HASHIMOTO

The Basic School Tenets: 5-3-5

Pre/Post Action

1. Pre-Combat Checks/Pre-Combat inspections
2. Rehearsals
3. Confirmation briefs
4. After-Actions Report
5. Debrief

Habits of Action

1. Guardian Angel
2. Geometry of Fire
3. Unity of Command

Habits of Thought

1. Sturdy Professionalism
2. Maneuver Warfare (be hard to hit)
3. Never be Complacent
4. Seize the initiative
5. Accountability