

Subject: Vulnerability Assessment Report of the Alvin C. York Campus

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From: James R. Bryan, Investigator/Security Specialist

To: Assistant Secretary for Operations, Security and Preparedness (007)

Thru: DAS/Director Security and Law Enforcement (07B)
Chief, Infrastructure Protection and Policy Division (07B1C)
VISA 9 Network Director (10N9)
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Chief Operating Officer (001)
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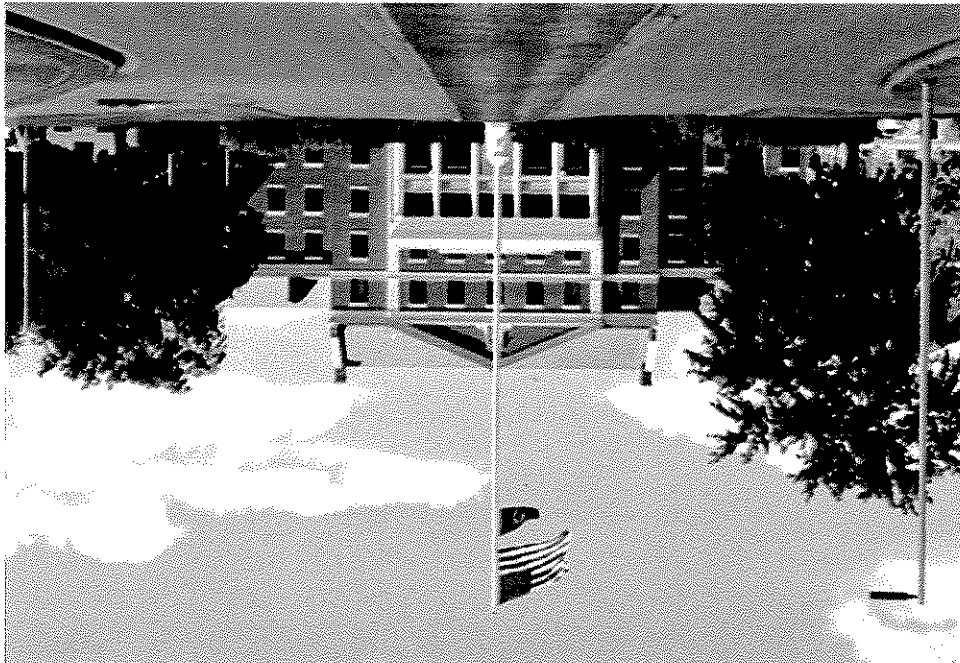
1. Executive Summary: Vulnerability Assessment Survey conducted by Investigator/Security Specialist James R. Bryan of the Tennessee Valley Healthcare System – Alvin C. York Campus.

- a. The intent of this assessment is to determine the vulnerabilities of VA controlled property and assets to the threat of a weapon being introduced and/or a weapon related incident in a VA facility.
- b. The assessment will identify vulnerable areas and recommend possible mitigations and counter measures that will improve the VA's ability to detect and respond to such a threat.

2. Overall Findings:

- a. The VA threat assessment process was applied to determine the threat, physical security, risk and mitigations. The primary focus of this assessment is on the Tennessee Valley Healthcare System – Alvin C. York Campus located in Murfreesboro, Tennessee.
- b. The assessment found the Alvin C. York Campus to be medium risk level for the likelihood of a threat, weapon or tactic being used in the region or facility. In this context, a medium risk means that the likelihood of a threat, weapon, or tactic being used against the facility or site is unlikely. Internal decision makers and/or law enforcement and intelligence agencies determine the threat is known, but not likely.

Physical Address: 3400 Lebanon Pike, Murfreesboro, Tennessee 37129



a. Facility Ownership: Tennessee Valley Healthcare System – Alvin C. York Campus is VA owned and controlled property.

b. Jurisdiction and Responsibility: Concurrent.

c. Total land acreage under VA control: 383 acres

d. Total number of occupied buildings: 49

e. Total number of vacant (unused) buildings: None

f. Environmental location (Urban/Suburban/Rural): Suburban

3. Average Daily Population

a. Total daily population: approx. 4,719 per day. This number includes the following:

Employees: 1,613 Visitors (daily): approximately 875

Vendors, Students, Volunteers: 455

Compensated Work Therapy employee: 6

Inpatients: 240 Outpatients: 1500 Contractors: 30

Total: 4,719

Vulnerability Assessment Findings

Threat Assessment: The primary focus of this assessment is the likelihood of a weapon being brought into and used in this facility.

- Special risk factors impacting the property/facility:

- The Alvin C. York Campus is located in the suburbs of Murfreesboro, Tennessee. The campus is close to the Murfreesboro Airport, Middle Tennessee State University, area businesses, residential areas, and schools.

- The work done here represents and symbolizes the Nation's commitment to caring for military Veterans and their families. The York Campus provides ambulatory care, primary care, outpatient care, surgery, internal medicine, geriatric medicine, mental health service, geriatrics, and extended care. As an iconic symbol, there could be deep political or emotional impact if a successful assault or use of a deadly weapon were to occur here.

Threat Likelihood Assessment

| Risk Classification | Score | Risk Description |
|---------------------|-------|---|
| Very High | 10 | <ul style="list-style-type: none"> • The likelihood of a threat, weapon or tactic being used against the building or facility is imminent. • Internal decision makers and external law enforcement or intelligence agencies determine the threat to be credible |
| High | 8-9 | <ul style="list-style-type: none"> • The likelihood of a threat, weapon and tactic to be used against the building or facility is likely. • Internal decision makers and/or law enforcement and intelligence agencies determine the threat is credible. |
| Medium-High | 7 | <ul style="list-style-type: none"> • The likelihood of a threat, weapon or tactic being used against the building or facility is probable. • Internal decision makers and/or law enforcement and intelligence agencies determine the threat is credible. |

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| Medium | 5-6 | <ul style="list-style-type: none"> The likelihood of a threat, weapon or tactic being used against the building or facility is probable. Internal decisions makers and/or law enforcement and intelligence agencies determine the threat is known. |
| Medium-Low | 4 | <ul style="list-style-type: none"> The likelihood of a threat, weapon or tactic being used in the region or immediate area is possible. Internal decisions makers and/or law enforcement and intelligence agencies determine the threat is known but not likely. |
| Low | 2-3 | <ul style="list-style-type: none"> The likelihood of a threat, weapon or tactic being used in the region or immediate area is unlikely. Internal decision makers and/or law enforcement and intelligence agencies determine the threat is known but not likely. |
| Very Low | 1 | <ul style="list-style-type: none"> The likelihood of a threat, weapon or tactic being used in the region or immediate area is very unlikely. Internal decisions makers and/or law enforcement and intelligence agencies determine the threat is non-existent or extremely unlikely. |

THREAT IMPACT CLASSIFICATIONS

| Threat Classification | Score | Impact Description <i>If the Threat is carried out, it would result in a...</i> |
|-----------------------|-------|---|
| Very High | 10 | <ul style="list-style-type: none"> Very High impact on the building or facility to maintain normal operations and/or could result in loss of life or major injuries. This Threat could have a major impact on the reputation of the department, perception of the safety of the building or facility. Recovery to full operations may take 30+ days. |
| High | 8-9 | <ul style="list-style-type: none"> High impact on the building or facility to maintain normal operations and/or could result in loss of life or major injuries. This Threat could have a major impact on the reputation of the department or perception of the safety of the building |

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| | | | <ul style="list-style-type: none">• Recovery to full operations may take up to 30 days. |
| Medium-High | 7 | <ul style="list-style-type: none">• Medium-High impact on the building or campus to maintain normal operations and/or could result in loss of life or major injuries.• This Threat could have a major impact on the reputation of the department or perception of the safety of the building or facility.• Recovery to full operations could take up to several weeks. | |
| Medium | 5-6 | <ul style="list-style-type: none">• Medium impact on the building or facility to maintain normal operations and/or could result in loss of life or major injuries.• This Threat could have a major impact on the reputation of the department or perception of the safety of the building or facility.• Recovery to full operations could take up to several weeks. | |
| Medium-Low | 4 | <ul style="list-style-type: none">• Medium-Low impact on the building or facility to maintain normal operations which could result in personal injuries or minor property damage.• Impacts on the reputation or perception of the department or building or facility would be short term.• Recovery to full operations could take up to several weeks. | |
| Low-very low | 1-3 | <ul style="list-style-type: none">• Low to very low impact on the building or facility to maintain normal operations, but could result in personal injuries and/or minor property damage.• Impacts on the reputation or perception of the Department or building or facility would be short term.• Recovery to full operations could take up to several weeks. | |

Scores for the Alvin C. York Campus

(Based on data gathered by the threat assessment)

| | | | |
|------------|------------|--------|-------|
| Incident | Likelihood | Impact | Total |
| Weapon Use | 6 | 4 | 10 |

b. **Physical Security Survey.** (Data is gathered on existing countermeasures, layers of defense and security equipment which may exist on the facility. The assessment will also determine the functionality of the equipment (age, maintenance, training, testing).

- *Site description:* Physical Layout: The property consists of 49 buildings, 24 outside parking areas, a childcare center, a Fisher House, and an outpatient drug treatment program on 383 acres of land. The hours of operation of the offices are 8:00a.m. to 4:30p.m. There is no perimeter fence line that encloses the property. There are currently seven vehicle entrances. The vehicle entrances to the property are open with no type of devices to prevent vehicle traffic from entering or exiting at any time. Vehicles or visitors are not inspected prior to entering through the entrances. Additionally, there is no CCTV system in place to monitor vehicles entering or exiting the property.
- Employees must use a swipe card to enter sensitive office areas and wards located inside the buildings. There are a total of 39 entrances/exits to the main facility but all doors except the admissions entrance are secured after 1800 hours.
- During the walk through of facility and grounds there are a total of 36 cameras in place that are monitored by VA Police Dispatchers. I found that the CCTV system is outdated and needs replacing. I also noticed there are several dead spots in the parking areas, grounds, and buildings. There is a need for additional cameras to cover the areas of the facility and grounds. There as signs posted stating "No Weapons Allowed."
- The facility is currently updating the Physical Access Control System (PACS) in accordance with the Federal Information Processing Standard 201 and VA Handbook 0730/4 (dated March 29, 2013).
- The facility required and enforces all employees to have visible PIV identifications cards displayed at all times.
- In accordance with Paragraph A, Appendix B, VA Handbook 0730/4 (dated March 29, 2013) the Bright Futures Childcare Center is not equipped with security mesh screening for windows as required.
- In accordance with Paragraph S, Appendix B, VA Handbook 0730/4 (dated March 29, 2013) some of the commercial electrical connection boxes do not have concrete bollards installed.
- In accordance with Paragraph S, Appendix B, VA Handbook 0730/4 (dated March 29, 2013) the Liquid Oxygen tank (LOX) does not have concrete bollards installed.
- Deterrence:
- Detection:
 - The buildings have an intrusion alarm system that is monitored 24/7 by VA Police Dispatchers. Alarm activations are referred to VA Police Officers who respond to investigate.

The VA Police conducts continuous patrols throughout the property.

- There are exterior cameras mounted on the main buildings and parking areas. There are multiple cameras in use inside the buildings. Most cameras are aimed at the access points and are a visible deterrent to unlawful activities, and are actively monitored by VA Police Dispatchers.

Crime Statistics

Since the last three years (2011 – 2013), VA Police have reported 9 thefts of government property, and 49 thefts of personal property. There were 169 assaults by patients on staff, and 10 assaults by employees on employees. There were 2 disturbances by visitors, 263 disturbances by patients, and 22 disturbances by employees. There were 14 patients in possession of firearms. There was visitor in possession of a knife, and 16 with patients. There was one report of a bomb threat by a patient. There were 2 reports of workplace violence by visitors, 42 by patients, and 9 by employees. The Rutherford County Sheriff's Department and the Murfreesboro Police Department has determined this to be a low crime area.

PHYSICAL SECURITY SURVEY CLASSIFICATIONS

| Physical Security Classification | Score | Findings/Observations |
|----------------------------------|-------|--|
| Very Strong | 10 | <ul style="list-style-type: none"> The building or facility is well protected with three strong layers of protection in place. Active Police presence and fully operational Security Surveillance systems. Building or facility entry requires passage thru an ID check and weapons screening station. |
| Strong | 8-9 | <ul style="list-style-type: none"> The building or facility has three layers of protection in place. Police patrols and response time is under 5 minutes. Security Surveillance systems are operational IAW Department requirements. Building or facility entry requires passage thru an ID check and weapons screening station. |
| Medium-Strong | 6-7 | <ul style="list-style-type: none"> The building or facility has three layers of protection in place. Police or Armed Security presence within the facility. Building or facility entry requires valid ID. |
| Medium | 5 | <ul style="list-style-type: none"> The building or facility has three layers of protection in place. Security Officers are the primary responders and means of detection and deterrence. Building or facility entry requires valid ID. |
| Medium Low | 4 | <ul style="list-style-type: none"> The building or facility has less than three layers of protection in place. |

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| <ul style="list-style-type: none"> Police response could be up to 5 minutes. No ID or registration is required for entry. | | |
| <ul style="list-style-type: none"> The building or facility has no clearly defined layers of protection. There are no on-site security Officers and Police response could take minutes or more. No ID or registration is needed for building entry. | 1-3 | Low-Very Low |

The Alvin C. York Campus Physical Security score is: **6 – Medium Strong**
It was given this score for the following reasons:

- The building/facility has less than 3 clearly defined layers of protection.
- There is Police presence within the facility
- Building entry requires valid ID

RISK ASSESSMENT CLASSIFICATIONS

| Risk Classification | Score | Risk Description |
|---------------------|-------|---|
| Very High | 10 | <ul style="list-style-type: none"> Very High Risk exists of a threat, weapon or tactic being used against the building/facility or persons within. Physical Security Survey found a medium or low ability to deter or defend against such threats. |
| High | 8-9 | <ul style="list-style-type: none"> A High likelihood exists of a threat, weapon or tactic being used against the building/facility or person within. Physical Security Survey found a medium or low ability to deter or defend against such threats. |
| Medium-High | 7 | <ul style="list-style-type: none"> A Medium-High Risk exists of a threat, weapon or tactic being used against the building/facility or persons within. Physical Security Survey resulted in a medium or medium-strong classification to deter or defend against such threats. |
| Medium | 5-6 | <ul style="list-style-type: none"> A Medium Risk exists of a threat, weapon or tactic being used against the building/facility or persons within. Physical Security Survey found a medium-strong ability to deter or defend against such threats. |
| Medium-Low | 4 | <ul style="list-style-type: none"> A Medium-Low Risk exists of a threat, weapon or tactic being used against the building/facility or |

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| <ul style="list-style-type: none"> Physical Security Survey found a medium-strong to strong ability to deter or defend against such threats. | | |
| <ul style="list-style-type: none"> A Low Risk exists of a threat, weapon or tactic being used against the building/facility or persons within. Physical Security Survey found a high to very strong ability to deter or defend against such threats. | 2-3 | Low |
| <ul style="list-style-type: none"> A Very Low Risk exists of a threat, weapon or tactic being used against the building/facility or persons within. Physical Security Survey found a high to very strong ability to deter or defend against such threats. | 1 | Very Low |

The Alvin C. York Campus Assessment Score is: **4 – Medium-Low**

- The score was given for the following reasons:
- Based on the low physical security score, not that a credible threat has not been determined.

ASSET RISK VALUE

| Asset Risk Value | Score | Asset Risk Description |
|------------------|-------|--|
| Very High | 5 | <ul style="list-style-type: none"> The building or facility is Critical to the continued operations of the Department. Including responsibilities under the Federal Continuity Directives. The loss of this building or facility would severely impact the Department. |
| High | 4 | <ul style="list-style-type: none"> The building or facility is critical to the community and providing Veterans care or services. The loss of this building or facility would require critical services be transferred to another facility. |
| Medium-High | 3 | <ul style="list-style-type: none"> This building or facility is important to the Department The loss of this building or facility would impact efficient Department operations however, services could easily be transferred to another facility. |
| Medium | 1-2 | <ul style="list-style-type: none"> The building or facility is important to the Department The loss of this building or facility could impact Department operations, but those impacts would be minor and not critical to efficient operations. |

This section compares the findings of the physical security survey to the findings of the threat assessment. This results in a numerical value being assigned, with a range from very high risk to very low risk.

Added to this comparison is an evaluation of the asset risk, that is, the mission criticality of the facility. The range is from Very High (the building or facility is critical to the continued functioning of the Department) to Medium (the building or facility is important to the Department).

For the Alvin C. York Campus, the risk calculation is:

Overall threat score: 10

Overall Physical Security Score 6

Risk Assessment score (threat minus physical security) 4

Asset Value Score 4

Overall risk value combines the Risk Assessment and Asset Value score. This provides an overall risk value of: 8

OVERALL RISK VALUE

| Overall Risk Value | Score | Overall Risk Description |
|--------------------|-------|---|
| Very High | 14-15 | <ul style="list-style-type: none"> The combined Risk and Asset Risk Values indicates a Very-High risk to this building or facility, occupants and users. |
| High | 12-13 | <ul style="list-style-type: none"> The combined Risk and Asset Risk Values indicates a High risk to this building or facility, occupants and users. |
| Medium-High | 10-11 | <ul style="list-style-type: none"> The combined Risk and Asset Risk Values indicates a Medium-High risk to this building or facility, occupants and users. |
| Medium | 6-9 | <ul style="list-style-type: none"> The combined Risk and Asset Risk Values indicates a Medium risk to this building or facility, occupants and users. |
| Medium-Low | 4-5 | <ul style="list-style-type: none"> The combined Risk and Asset Risk Values indicates a Medium-Low risk to this building or facility, occupants and users. |
| Low-Very Low | 1-3 | <ul style="list-style-type: none"> The combined Risk and Asset Risk Values indicates a Low to Very Low risk to this building or facility, occupants and users. |

This assessment finds that the Alvin C. York Campus has a medium risk for the introduction and/or use of a deadly weapon. In this context, the medium risk assessment means that there is a moderate probability of an occurrence.

Mitigations

1. Improve Deterrence capabilities:
 - Install an updated CCTV System that has high resolution with zoom capability.
 - Install additional cameras to cover the dead spots around the campus.
 - Install security screens/mesh with that can be pushed out in case of an emergency to the Bright Futures Childcare Center. The specification for the screens/mesh is to be #304 stainless steel woven mesh 0.7mm (.028) wire diameter, with tensile strength of 15kg/mm (800 pounds per linear inch). This is in accordance with Paragraph A, Appendix B, VA Handbook 0730/4 (dated March 29, 2013).
 - Install concrete bollards around the remaining commercial electrical connection boxes to stop a passenger-car sized vehicle from breaching the protected space in accordance with Paragraph S, Appendix B, VA Handbook 0730/4 (dated March 29, 2013).
 - Install concrete bollards around the Liquid Oxygen Tank (LOX) to stop a passenger-car sized vehicle from breaching the protected space in accordance with Paragraph S, Appendix B, VA Handbook 0730/4 (dated March 29, 2013).

James R. Bryan, Criminal Investigator/Security Specialist