

Forming A "New Normal" For Pipeline Construction Security To Handle Protests

Categories Forming A "New Normal" For Pipeline Construction Security To Handle Protests

Business Security (2)

Business Tactics (1)

Company Security (3)

Corporate Security (3)

Employee Termination (1)

Hurricane

Oct 21, 2017



NATIONWIDE EXTRA DUTY & OFF DUTY SERVICES

Call For A Free Consultation

(888) 812-1202

How can v



pipeline-security ATHOS Group

Outsourcing Security (1)

Pipeline Construction Security (1)

Protests Protection (1)

Retail Security (1)

Termination of Employment (3)

Video Security (1)

Workplace Violence Training (2)

Regulators and elected officials begin to doubt XYZ's ability to manage a large project when opposition groups disrupt public meetings.

Unable to identify sufficient local guard resources, security funds become exhausted when XYZ is forced to hire distant security providers who charge a hefty premium for the last-minute request in addition to the travel and lodging expenses for the guards.

Unable to stop the project through legitimate legal means, protestors begin threatening the CEO and his family and confront them at their home.

Protestors at XYZ's headquarters empty a bucket of what they claim is "fracking fluid" onto the receptionist's desk and refuse to leave the building.

The protestors confront construction crews at the job site and lock themselves to equipment using "sleeping dragon" devices.

As national media outlets cover the event, a construction contractor assaults the protest leader and is arrested.

Area law enforcement agencies have never dealt with sleeping dragons and don't have sufficient personnel or experience to efficiently deal with the protest.

YouTube videos and media coverage bring celebrities and

Archives

2018

July(1)

June(5)

April(1)

2017

December(1)

November(1)

October(1)

July(1)

June(1)

May(2)

NATIONWIDE EXTRA DUTY & OFF DUTY SERVICES

Call For A Free Consultation (888) 812-1202

How can v



November(7)

National opposition continues to grow and gains support from elected officials until the project is indefinitely suspended.

Many of the previous pipeline construction projects treated security as an afterthought.

They reacted to developments instead of anticipating events, and this "new normal" is the epitome of poor planning and preparations that costs companies millions of dollars in lost projects and resources.

Although guards were deployed to protect equipment and direct traffic, project managers view most potential threats as unlikely and incorrectly assumed that if they occurred, they would be quickly handled by local law enforcement.

Recently, highly publicized protests have created an issue for pipeline companies, and their reaction to the protests is what buries their projects. Plain and simple.

Extended media coverage and rapid spread of wildly inaccurate information via social media dictate a more integrated security response.

While the goal of project security hasn't changed--to protect a company's assets, personnel, information, and

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation** (888)
812-1202

How can v



the multi-year timeline.

The security services required over a typical pipeline project lifecycle should include, at a minimum: Risk Assessment and Intelligence (combined to inform the Project Plan and budget), Coordination, Liaison, Security Management, Executive Protection, and Training.

(check out our other blog on preparing employees for protests)

Risk Assessment

Successful projects address security in the planning stage. Don't be fooled by anything you hear saying otherwise.

Hope for the best. Plan for the worst.

During this stage, a security professional with relevant experience and expertise assesses potential threats and vulnerabilities, and they then identify measures to mitigate them.

These assessments include:

- Analysis of the company's internal security infrastructure
- Financial capability to provide outsourced security forces

The capability of local law enforcement agencies to

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation** (888)
812-
1202

How can v



Failure to conduct an early and complete assessment caused XYZ to miss valuable factors that eventually assured the failure of the project.

They didn't learn that their law enforcement counterparts were understaffed, inexperienced, and unequipped to deal with more complicated protestor delay tactics until it was too late.

No project-related assessments took place at corporate facilities or project field offices where access control (security) would show as insufficient.

Without a risk assessment as justification, no reasonable cost forecasting could be conducted, which left security functions under-funded and futile.

Intelligence

Intelligence collected throughout the lifecycle of the project identifies:

- Opposition groups
- Their positions
- Talking points
- Plans to block project construction through direct action.

Because opposition groups rely on social media to recruit members and plan activities, they can be effectively and

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can v



the CEO, disrupt corporate offices, and take action at construction sites.

In response to the plan to disrupt the pre-FERC meetings, security providers could have assisted with selecting meeting venues.

The suggestible venues would be chosen by their capacity to hold the events, in-house security forces, video monitoring, and experience with large protest groups (e.g. local government facilities, hotels, or universities).

Because speeches at public meetings provide an ideal opportunity for disruption, the meeting format could have been altered to a more open-house model.

Finally, appropriate security resources would have been identified, funded, and on-hand to provide security to all in attendance.

Because XYZ didn't know of the plan to disrupt corporate facilities, no countermeasures were deployed in response.

Simple and inexpensive upgrades to reception area access control would have been justified and would likely have prevented the incident.

Coordination

Corporations are rarely organized to support a controversial project's security needs, so coordination of internal resources is a requirement.



**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can v

This group is briefed on the Project Security Plan and will serve as a clearinghouse for security decisions.

The group should determine, in advance, how they want protests to be handled, who will make statements to the media, etc...

Additionally, information sharing within this group will keep all members conscious of upcoming events or issues that may lead to opposition, so all members of the team are able to proactively prepare.

Had they formed an internal stakeholders group, XYZ would have had a predetermined response strategy for company representatives dealing with protest activity and trained to that response strategy.

For instance, had XYZ decided to allow protest activity to continue *near* the project in a safe zone instead of attempting to stop it, they could have avoided confusion and mishandling the situation.

Corporate Communications would have had a spokesperson available with a clear response for the media message to counter any misinformation and accusations from the opposition.

Training

Improving pipeline security to adopt a "new normal" means moving away from a reactive approach to a proactive system to **equip and prepare workers, company**

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can v



- Front-line employees, or those most likely to face confrontation, such as survey crews, construction workers, and receptionists, receive training in handling (emotionally and physically) protestor actions.
- Law enforcement partners may require training to familiarize themselves with project specifics which helps prepare them to deal with the anticipated protest groups.
- Specialized training equips law enforcement officers to defeat the various delay devices used by direct action groups, such as tripods, tree-sits, and sleeping dragons.

Had the construction contractor received proper advanced training, he would have recognized the protestors tactic of aggravating him to generate dramatic video.

Had he focused on protestor safety and contacted supervisors for guidance, it is much easier to avoid the outburst event.

Training provided to law enforcement responders would have prepared them to effectively deal with large-scale protest activity, consistent with company construction site safety concerns.

Had XYZ's receptionist been trained in what to watch for



**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can v

enforcement agencies affected by the project, are identified and proactive relationship-building through liaison activities by the security advisor begin early in the project.

Regular meetings are scheduled where intelligence is shared, and the company's preferences are communicated.

Liaison activities continue throughout the project lifecycle.

Had XYZ conducted appropriate liaison, they would have had additional opportunities to learn information they missed by not conducting an assessment: that the department responding to the protests had limited resources and no experience with large protest events.

Training could have been provided to equip the officers to respond and provisions could have been made to augment staffing levels using paid off-duty officers, sworn personnel from other jurisdictions, etc...

Security Management

Effective security management needs consideration early in project planning to efficiently deploy resources and provide security.

Using a tiered response, categorize resources based on necessity, current threat, and vulnerability.



**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

Call For A Free Consultation (888) 812-1202

How can v

As value or risk increases, human security providers become necessary.

When higher value equipment is vulnerable or security needs higher levels of training and authority, off-duty police officers provide the appropriate solution.

Necessary and cost-effective security resources are selected in accordance with the Project Security Plan that has already been laid out.

XYZ waited to address security management until there was an immediate need.

By failing to plan how to deploy security to construction locations, the costs were excessive and the inability to find sufficient numbers of qualified guards jeopardized the company's assets.

The only countermeasure selected were guards, and the limited local availability of guards required travel reimbursement.

This, in addition to the premium price for the short notice, resulting in overspending.

By directing the guards to end the protest, XYZ exhibited flawed security management because the resulting videos cost the company the project and diminished the public perception of their brand.

Discussions on a range of responses to protest events

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can v



STANDING WITH YOU **About Us** **AMS** **AGS** **AGI** **Blog** **Contact Us**

opposing energy projects.

Although Project Security Plans should consider protection of all company personnel, Executive Protection is unique and should be addressed in separate plans and countermeasures.

XYZ missed the intelligence about targeting the CEO.

They had no Project Security Plan, or Executive Protection plan so they were unprepared when the opposition threatened the CEO and targeted his residence.

A plan to protect the executives would have provided countermeasures and responses based on potential threats, an assessment of residence security, and of the family member's daily activities.

Recommendations could include security enhancements to the CEO's residence, pre-identified alternative temporary housing, transportation security, and training for the family.

Once protestors arrived at the residence, the CEO and family could have easily been relocated.

With no one to confront and video, the protestors and accompanying media would have lost interest and left.

Key Takeaways

Protest activity by project opponents has become almost guaranteed, and while it cannot be stopped, it can be



**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can v

results of the assessment and intelligence gathering activities.

Realistic cost estimates should be generated based on the Plan to create the security budget.

Throughout the project process, opposition groups' plans should be constantly monitored.

Security delivery will require coordination of internal resources as well as ongoing liaison with outside partners.

Security resources should be deployed in a cost-sensitive, tiered manner consistent with immediate threat and vulnerability as detailed in the Plan.

Some contingency for extra security for company executives should be addressed in advance.

Corporate employees and contractors, particularly those on the front-line, should be trained to handle confrontation and clearly understand the company's expectations.

It is unlikely that aggressive protest action will subside anytime soon.

And without an integrated security plan, appropriately delivered throughout the project life cycle, companies, their projects, personnel, resources, and brand are in jeopardy.

Seeking more expertise on security forces or project

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation** (888)
812-
1202

How can v





Contact the
ATHOS Group
today!

Categories:

Corporate Security Pipeline Construction Security

Protests Protection

[Blog Home](#) - [Previous Post](#) | [Next Post](#)

Contact Us

Ready to learn more about Athos? Use this form to get in touch with one of our extra duty experts.

**NATIONWIDE EXTRA
DUTY & OFF DUTY
SERVICES**

**Call For A
Free
Consultation**

**(888)
812-
1202**

How can we



STANDING WITH YOU [About Us](#) [AMS](#) [AGS](#) [AGI](#) [Blog](#) [Contact Us](#)

COMPANY

EMAIL

PHONE

LET US KNOW HOW WE CAN HELP

GET YOUR FREE CONSULTATION

- AMS
- AGS
- AGI
- Contact Us
- Blog
- Site Map
- Privacy Policy
- Terms of Use
- Licensing
- Your California Privacy Rights

STANDING WITH YOU

Office Location
600 Las Colinas Blvd. E

Miami Office
1990 SW 27th Ave. Third

Contact Us
(888) 812-1202
Map/Directions



NATIONWIDE EXTRA DUTY & OFF DUTY SERVICES

Call For A Free Consultation

(888) 812-1202

How can v

- STANDING WITH YOU
- About Us
- AMS
- AGS
- AGI
- Blog
- Conta Us

Nationwide Managed Security Services | © 2019 All Rights Reserved