

SITREP -7 September 2016 IOWA

On arrival met with [REDACTED] – Project Manager for Iowa

Overview of pipeline project

Expected completion date of pipeline is end of 2016 (full operations) – Not sure how realistic this target date is however the date should not extend much beyond the end of the year.

Overview of how the pipeline project is broken down with regard to construction.

Met with Silverton International – Lead is [REDACTED]

[REDACTED] has 5 personnel on the ground as of today, will be 7 personnel by end of the week.

Silverton international is contracted by Energy Transfer Partners.

The Silverton Statement of Work is basically “make the client happy”

Observed – have not interacted with at this point, with Security Resource Corporation (SRC). These personnel are basically the standard of Mall Cops. They are unarmed, uniformed, and sub-standard. These guys are making an average \$10/hr plus time and half over 40 hours. Working an 84 hour week (7 – 12s). per diem of \$40/day plus hotel.

Leighton – Leighton is NOT a licensed security company in Iowa, they have a business license. What Leighton is doing is basically coordinating with multiple law enforcement agencies to provide off-duty law enforcement personnel through the various departments.

There are 22 posts being covered during primarily evening and some daylight posts. There are approximately 175 LEOs rotating through these posts based on availability of personnel.

Leighton was originally contracted by Precision Pipeline (they guys actually laying the pipe) to provide nighttime over watch of the pipeline laydown, staging and field sites.

Leighton has subsequently been contracted by Energy Transfer Partners ([REDACTED] and his guys) to provide armed security by mobile, roving patrols in spread 3A and the [REDACTED] (spread 3 – static)

Under Iowa law, LEOs cannot work for a private security company, they can work off duty. Still gathering details on how that works.

There are a limited number of personnel within Iowa who are available/interested in working armed security, hence the Leighton people working the off-duty coordination roll.

The off duty LEOs are a bit pretentious and are not playing well regarding their reporting of locations, times, etc. This will need to be reined in in order to establish RTISA-R.

Operational Observations and Recommendations:

Observations:

1. There needs to be a clear SOW from/for all companies working under this project. right now there is not and a lot of verbal direction (scope creep).
2. The Corporate Management (████) needs to designate a single entity to act similar to a COR/KO so that all security companies are under a unified command structure.
3. Liability aspects need to be addressed:
 - a. Rules for the Use of Force for ALL security elements with legal review.
 - b. Licensing and Credentialing of all security personnel.
 - c. Reporting structure.
4. Communications from a tactical perspective are inadequate.
 - a. Need to use Whatsapp going forward immediately (secure)
 - b. Need to establish a reporting chain, currently SRC has this responsibility but it is fragmented and not concise.
 - c. Need to get the platform up and running and get all contracted security personnel on an App IMMEDIATELY.
 - d. Use of Iridium devices might be required based on sketchy coverage, current cell coverage is best accomplished by use of Verison.
 - e. Use of platform will allow will for instant tactical and strategic information sharing for decision making. Including adding client distro lists for notifications.
 - f. Need to clarify and solidify a Duty Log – Liability Management.
5. PAO/STRATCOM – Needs to be both a tactical and strategic messaging from the client that drives the message that we are the good guys, tell the real story and address the negative messaging with good counter messaging.
6. Need a Social Engagement Plan that dovetails with the PAO messaging; what is DPAL doing to improve the social, economic, political environment in the affected areas.
7. The Chain of Management needs to be consolidated as mentioned earlier. Clear lines of communication and management will make this flow much smoother.
8. Knowledge Management needs to be addressed for both lessons learned and collection of documentation for liability management after the fact.
9. Need to establish the number of TOCs that we have to establish:
 - a. Need a main TOC at Corp HQs in Houston
 - b. Need a Jump TOC in Des Moines
 - c. Need a Jump TOC in Bismark
 - d. As work is completed either of these can displace as required.
10. Need to establish with Silverton International and the Client what the information collection effort is:
 - a. PIRs
 - b. IRs
 - c. OIRs

11. Review of total number of sub-contractors under DPAL:

- a. Iowa
 - i. SRC -
 - ii. Per Mar
 - iii. Leighton
 - iv. Silverton International
- b. North Dakota
 - i. 10 Code
 - ii. Leighton
 - iii. ???