

Case Study: Protection of Oil Production Assets and Resources

Geographic Location: Middle East

Industry Sector: Energy

Client Type: Confidential

Background Information

Rauch Security was appointed by the Client to facilitate and manage a program for securing and protecting oil production facilities, support centers, infrastructure, and the engineering and field maintenance personnel. To ensure the delivery of an unbiased comprehensive program with a focus is on continuity of oil operations and exports, and for the protection of the engineering and field maintenance personnel, an integrated multi-disciplined and multicultural project team was established. Rauch oversaw the management of the various resources and professionals in order to deliver on the Client's expectations.

This program called for a detailed plan spanning three years. The plan called for Rauch Security to facilitate the engagement and management of resources to secure the selected facilities utilizing a combination of ground security personnel, aircraft, high technology sensors, unmanned vehicles, and other proprietary technologies. The three-year plan called for the gradual and phased turnover of responsibilities, equipment, and manpower to the Client or a successor company. To fulfill this plan Rauch Security vetted and managed third party providers who trained local operators currently assigned the task of securing the oil facilities and infrastructure. Several hundred of the highest qualified operators comprised the perimeter/facility teams and the roving patrol teams. At the completion of the contract, the Client owned certain assets, thus enabling the receiving Client or successor company to continue protective operations.

Initial priority was given to the most critical of assets as determined by the Client. Protection of secondary and tertiary facilities and sites were provided as contract add-ons which included protective services, specially trained bodyguards, vehicles, and monitoring in support of senior Client officials and oil executives. A final phase included advanced training package for Client specialists with a focus on facility and personal protective training.

Issues and Challenges

Due to the sensitive nature of the tasks set forth, it was imperative that only a carefully chosen, limited number of high level key individuals from Client and proposed resources and other



stakeholders be made aware of the programs details. Due to endemic corruption, it was critical that a careful vetting of these individuals be undertaken as the first step in the process. The

inability to meet this criterion which extended from Client officials to proposed local and international resources, consultants and vendors would have ended the program immediately.

Recent attempts by competitors to secure perimeters with only personnel have failed due to the lack of understanding regarding the advantages of high technology. The propensity to focus on a force only option rather than an operational plan which is based on a combination of technology and personnel will cause the program to fail. Technology coupled with expert personnel will allow for a greater flow of information and ultimately a more successful operation.

Solutions and Recommendations

A thorough dialogue will be required with the Client to prioritize, classify, and select the complete and final list of sites for the program. The revised list of facilities will be established prior to final contract negotiation.

The program should be initially limited to sites classified as primary sites or facilities. This approach will result in the most cost-effective solution for the Client. Additional contract options or separate contract vehicles are available to protect Secondary, Tertiary, or other facilities. Each site or facility will require a separate detailed survey.

Not all facilities will require separate protection plans. Due to proximity and the physical layout of many of these sites, a consolidated plan is available to group and simplify the protection plan. This will reduce the cost and improve the overall protection for the selected facilities.

The Client will be required to handle all land acquisition and right of way issues resulting from construction and barrier deployment. Local construction companies will be utilized for construction projects where practical. Rauch Security will be responsible for establishing a working relationship with local, regional, and national authorities. A strong relationship with local police, local tribes and regional law enforcement units will be vital to the project's success.

Hosting a monthly meeting with all stakeholders to act as a discussion forum to address concerns or events relating to the success of the project.

A quarterly progress report will be submitted by Rauch to the Client.

Rauch Security will provide the facilitation and management of:

- Perimeter security for select facilities
- Construction and system installation relating to perimeter security for select facilities
- Coordination with Local and National Authorities for select facilities

- Communications, Command and Control, and Network Coordination
- Security in outlying areas for select facilities
- Security along pipelines and other facilities and infrastructure considered critical by Client, as per the contract
- Personnel Management, Equipment, Vehicles, and other systems supporting immediate security in selected sites
- Operations and maintenance of contract resources

The Client will be responsible for the following:

- The primary point of contact relating to all Contractor – Client issues
- Arranging a simplified customs clearance for all personnel and equipment supporting this contract
- Providing support and responses to any situation deemed beyond the capabilities of RS. In the event of a large scale incident involving RS/Contractor personnel and terrorists, RS will coordinate with the Client to quickly respond to any threat to the facilities, pipelines, and refineries that are beyond the scope of this contract and the capabilities of RS and Contractors
- Identifying and forming a coordinated and consolidated team responsible for the ultimate turnover of this contract. A well-planned and coordinated turnover with Client personnel will ensure a smooth, uneventful, process that will ensure continuity of operations.
- Focus on asset management. There will be weekly contact between RS and the Client on related issues such as national incidents as well as incidents on a site by site basis. Immediate contact will be made in the event of an attack that results in loss of life / contracted property
- Identifying a single point of contact for resolving legal issues arising from RS and/or Contractor's personnel's use of deadly force.
- Authorization for RS and/or Contractors Lethal and Non-Lethal Force
- Authorization for RS and/or Contractors to detain and interview trespassers and violators

Risk Factors and Assessment

Inability to utilize local construction companies where practical and to establish a strong working relationship with local, regional, and national authorities, local police, local tribes and regional law enforcement units will cause the project to fail.

RS anticipated a continuation of a substantial amount of insurgent attacks on the oil production capability and its infrastructure. While it is the intend and mandate of RS and all Contractors to utilize non-lethal force when possible during the course of the projects implementation and delivery, it was critical for the safety of personnel as well as the legal protection of RS and all Contractors for incidents resulting from non-negligent actions in the line of duty, that prior-event authorization to use deadly force as necessary to protect assets and innocent lives be provided.



Without this protection, the risks associated with the project would have precluded Rauch Security's involvement.

As part of this contract, the Client will be required to authorize RS and/or project Contractors personnel limited police powers to detain and interview trespassers and possible insurgents. This limited authorization would enable the senior representative on scene to arrest, detain, or interview suspects that have entered into restricted areas. Any questioning of suspect individuals may be recorded using video and audio equipment for review and as evidence. If any individuals are detained, the senior representative on scene will immediately contact local police and/or regional law enforcement to report any violation and detention. The senior representative on scene will turnover any suspect to local authorities at the earliest opportunity. The senior representative on scene will act with the utmost of concern, understanding, and respect possible when detaining any suspect or trespasser.

With far reaching international relationships, RS has at its disposal a large contingent of the top counter-insurgency and security experts from around the world. Rauch Security and its strategic partners provide a track record of safe operation, dedication to mission. The outstanding judgment of each specialist means that deadly force will only be used as necessary and as the situation dictates. Rauch's leadership and specialists come from a varied background. Key personnel and strategic partners come from all reaches of the US military and law enforcement, including from the Secret Service, FBI, US Navy (SEALS and EOD), US Marine Corps (RECON), US Army (Special Forces), and US Air Force (Special Operations pilots and specialists).

Based on Rauch Security's reputation and relationships, the client acquiesced to RS's requests and plan, thus mitigating the concerning risk factors.

Project Successes

Rauch Security is an industry leader in the facilitation and management of technology, tactics, research, personnel and the overall quality of experience. It has secured the industry's top experts in every required specialty in order to bring stability and security to the Clients production capability which included experts in oilfield, pipeline, refinery, port, and periphery equipment security. The team's capabilities demonstrated an in-depth knowledge and experience in counter-insurgent operations aimed at the protection of pipelines and oilfields and the continuity of oil operations and exports, and for the protection of the engineering and field maintenance personnel.