

**NEI White Paper**

**Best Practices for  
Maintaining  
Relationships with Law  
Enforcement Agencies  
and First Responders at  
Nuclear Reactor  
Facilities**

**February 2010**

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## **EXECUTIVE SUMMARY**

This document provides a compilation of good practices, methods and recommendations intended to enhance relationships between Law Enforcement Agencies and Security Organizations at commercial nuclear power generating stations.

The practices, methods and recommendations provided within the document are intended to support achievement of the following set of outcomes:

- Provide the nuclear security industry with strategies to strengthen relationships with LEA and First Responders
- Enhance integrated response during a site event
- Improve consistency of interaction between site security organizations and LEA/First Responders throughout the nuclear industry

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## **TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY</b> .....	<b>i</b>
<b>1 OBJECTIVE</b> .....	<b>1</b>
<b>2 BACKGROUND</b> .....	<b>1</b>
<b>3 PROCESS</b> .....	<b>1</b>
<b>4 ADMINISTRATIVE</b> .....	<b>1</b>

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# **SECURITY PERFORMANCE OBJECTIVES AND CRITERIA**

## **1 OBJECTIVE**

The purpose of this document is to provide the nuclear industry with strategies to strengthen relationships in an effort to enhance integrated response with law enforcement agencies (LEA) and other first responders involved during a site event.

## **2 BACKGROUND**

As a result of lessons learned through the conduct of Emergency Preparedness, Security Programs, Comprehensive Reviews and Hostile Action Drills, the industry has recognized a wide range of engagement regarding the relationship between the industry and law enforcement. This document will identify best practices for enhancing those relationships through the use of administrative and operational/logistics, interactive training and site familiarization.

## **3 PROCESS**

It is recognized that not all of these suggested best practices will fit every site's situation and that, in fact, some of them may overlap practices already in place. The purpose of these best practices is to provide all sites with a tool to identify improvement areas.

The overall objective is to promote, maintain and enhance healthy working relationships with respective LEA and First Responder organizations.

The guidance provided is organized into the following three focus areas:

1. Administrative
2. Training
3. Operations & Logistics

## **4 ADMINISTRATIVE**

This area is generally meant to cover those activities related to overall relationships, response plans, mutual aid agreements, memorandums-of-understanding, meetings and other similar administrative functions needed for overall relationship building.

### **Identify which Agencies are Relevant for an Effective Response**

While the level of relationships, meeting frequency, etc. will vary greatly, consider establishing relationships with:

- Local Police/Sheriff
- Local/County Response Teams (SWAT)
- State Police
- State Police Response Teams
- FBI
- FBI Response Teams
- DHS (Protective Security Advisors)
- Coast Guard
- National Guard
- EOD Team
- Marine Patrol

#### **Frequent Meetings with LEA**

- Develop a template/agenda/periodicity for meetings with LEA and First Responders (consider monthly or quarterly meetings)
- Carefully consider which agencies need to attend these meetings; bearing in mind that even though it may be a Security Event, it is an integrated response with multiple agencies involved (think 9/11).
  - Include EP, HP, Operations
- Part of the focus of scheduled meetings should be gaining timely and accurate intelligence from LEA on issues that may have an impact to the site
- Work toward creating an environment where open discussions occur between site and LEA on response scenarios
- Relationship building and rapport

## **Methods to Enhance Day-to-Day Working Relationships with LEA and First Responders**

- Inviting LEA to observe/participate in EP and FOF drills for the opportunity to see the process and provide feedback
  - Consider incorporating LEA roles/participation into the drill scenario
- Need to consider methodologies that can be used to encourage LEA to come out to the site more than once a year
  - use of training facilities
  - use of meeting facilities
  - use of firing ranges
  - use of site's ammunition for training
  - Consider option of "donating" gear and equipment for LEA (ammunition, vests, etc.)
  - Areas made available to LEA (patrol officers) to do paperwork, take a break or whatever when at your facility besides just their car; an "LEA substation" or satellite office
- Familiarize LEA with Site Layout and protective features on a need-to-know basis to enhance and organize a robust response
- Demonstrate the professionalism of Security Officers to build trust in the community and confidence in the Site Security capabilities
  - employment requirements necessary to be considered for Nuclear Security Officer
  - specified training to become a Nuclear Security Officer
  - regulatory requirements involved
  - capability of using deadly force
  - Join your LLEA for local "Law Day" type events in schools, etc. where the public and other agencies can be exposed to Nuclear Security personnel
- For new plant construction, emphasis needs to be placed on timely communication with LEA concerning construction and site activities that will potentially impact the community
  - Keeping them informed of timelines and other major milestones will help them be better prepared.
- Shooting/marksmanship contests that LEA can participate in (training)
- Need to make as much effort as possible to get the patrol officers and first responders involved in addition to senior managers and supervisors
- Understand and be sensitive to potential external politics between agencies and avoid getting caught in the middle
- Consider methods of streamlining site access to LEA
- Response agreements need to be kept current and should include things like:
  - Who's your bomb squad?
  - Where's the SWAT Team coming from?

- Sharing of intelligence and threat information

## **Training**

- Consider opportunities to go to LEA and present during their training sessions and provide briefings based on weapons, response locations, etc.
- Need to determine how to schedule a SWAT Team to train at your site
- Conduct strategy briefs and tabletop exercises with a focus on the integrated response plan
- Periodic tours inside the PA boundary Lesson plans will be required for consistency
- Develop a method for tracking attendance of all personnel attending training
- When providing briefings or instruction to LEA, Security personnel should be knowledgeable of particular areas, issues and threats Periodic training days should be scheduled to include
  - site walkthroughs
  - protective strategy
- Validate training requirements for LEA (what they need from us)
- Consider getting police dispatchers involved in training and participation
- Basic introduction to Nuclear Power training for LEA
- Range for LEA
  - when allowing LEA to utilize the range, maintain control in order to track OE and ensure site safety guidance is observed (NRC IN 2009-25)
  - ammunition – offer them range training with ammo
- When providing training to officers, invite LEA to train and certify with them (armor's school, etc.)
  - ensure invitations are extended soon enough for them to plan
- Establish training for specialized Security Officers to allow them to integrate with LEA SWAT
- Emphasis on SWAT/LEA team movement through the PA/VA needs to be made, which is far different than most room/house clearing scenarios

## **Operations and Logistics**

- Security should consider NIMS (National Incident Management System) certification and compliance
- Establish a clearly defined communications plan between Security and LEA
  - Initial LEA response
  - CAS/SAS
  - Availability of radios for LEA
- Identify staging areas between Security and LEA Identify locations of Command Centers
  - Consider options of hard wired facilities and mobile command post
- Establish site operations liaison to interact with LEA
- Ensure adequate force protection is in place at staging areas and command centers
- Consider the placement of secondary devices (IEDs) when establishing staging areas and command centers
- Establish protocols for information dissemination through LEA Public Information Officer (PIO)
- Establish Security element capable of integrating with LEA/SWAT to provide appropriate knowledge of site conditions, hazards, and routes of travel
- Develop and verify response times from different agencies
  - primary response, secondary response, tertiary response force for size and timeline
  - verify arrival times versus combat effective times(e.g. SWAT arrives, but their gear and equipment doesn't arrive for an additional 45 minutes)
- Clarify the level of support that each responding agency will provide
- Provide hard copy and/or electronic copies of site layout drawings and building layout drawings that is non-safeguards
  - Dust-off plan similar to a Warning Order going over necessary gear, equipment, Landing Zones for both Owner Controlled Area and Protected Area
  - Consider insertion techniques; beach landing zones, riprap, boats
  - Provide information on fire doors and typical construction information in order to prefabricate charges to blow the doors

\*\*Although this document focuses on enhancing relationships with LEA and First Responders, relationships between site-support organizations (EP, Ops, etc.) and non-LEA off-site response organizations should be reviewed in light of their integrated response with LEA and cross disciplinary relations and be enhanced where needed.