

Building the Enemy

Effectively Training and Evaluating Malevolent Act Scenarios

Presenter:

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Nevada National Security Site

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Why train for acts caused by malevolent people?

Answer #1 –

**U.S. Department of Energy Order
DOE O 151.1C, Comprehensive
Emergency Management System**

Building the Enemy - Opening Thoughts

- (c) Security and Safeguards. (Security incidents are also subject to reporting in accordance with DOE O 471.4, *Incidents of Security Concern*. Per this Order, foreign involvement in security incidents must be reported to the Office of Counterintelligence.) The following events or conditions represent, cause, or have the potential to cause degradation of security or safeguards conditions with actual or potential direct harm to people or the environment.
- 1 Actual unplanned detonation of an explosive device or a credible threat of detonation resulting from the location of a confirmed or suspicious explosive device.
 - 2 An actual terrorist attack or sabotage event involving a DOE/NNSA site/facility or operation.
 - 3 Kidnapping or taking hostage(s) involving a DOE/NNSA site/facility or operation.

Except from DOE O151.1C, Attachment 2, Page 16

Building the Enemy - Opening Thoughts

Why train for acts caused by malevolent people?

Answer #2 –

REALITY!!!

Building the Enemy - Opening Thoughts



Why train for acts caused by malevolent people?

Answer #2 –

REALITY!!!

Understanding does not cure evil, but it is a definite help, inasmuch as one can cope with a comprehensible darkness.

- Carl Jung

Building the Enemy – Training Your Facility Populations

What do we train for/speak to regularly?

- Abnormal Work Conditions
- Hazardous Materials Releases
- Fires
- Natural Phenomena

Building the Enemy – Training Your Facility Populations

These incident types are the subjects of:

- Pre-Job Briefings
- Multiple Layers of Defense
- Multiple Safety Management Programs

Question: When was the last time you heard a statement in a pre-job briefing to the effect of, “If an armed gunman enters the area, then we would take these actions...”?

Building the Enemy – Training Your Facility Populations

How we operate:

- Procedures reflect what is known
- Drills are when we explore
- Exercises are when we test

Building the Enemy – Building a Malevolent Scenario

Simple or Complex?

First ask: **What do you need to test?**

Simple

- Employee Recognition
- Immediate Actions
- Protective Actions
- Limited Scope Response
- Limiting Parameters
- Tactical Level Responder Actions
- Notifications

Complex

- Intelligence Sharing
- Multi-Agency Collaboration
- Multiple Day/Week Events
- Multiple Resource Response
- Follow-on Investigations
- Operational/Strategic Level Actions
- Notification and Monitoring

Now choose/build your Objectives.

Building the Enemy – Building a Malevolent Scenario

Who is coming to the party?

Now ask: Who needs to help you plan?

Simple

Facilities Management

Site/Local Responders

Site Operations Center (as applicable)

Various Contract Organizations

Budgetary Monitors

Controllers/Evaluators

Complex

City/Regional Fusion Centers

Agency Planners/Trusted Agents
(each team that has Objectives)

DOE Counterintelligence

Site/Local/County/State Planners

Controllers/Evaluators

Now...get ready to build the Soap Opera.

Building the Enemy – *The Enemy (Example #1)*

What are we looking to test?

- **New Guidance - Self Barricade**
- **Local Emergency Director's ability to recognize and communicate a self-barricade situation**

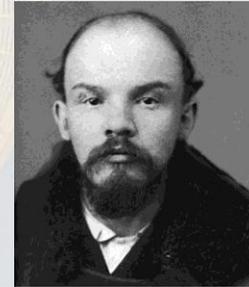
Simple or Complex?

Building the Enemy – The Enemy (Example #1)

Meet Earl and Joel Macallan (fictitious)



- 26 years with Site M&O contractor
- Q-cleared with HRP
- Has not been promoted in 23 years
- Within the past month
 - Wife left him
 - Son in juvenile detention
 - Runaway daughter returns pregnant



- 3 weeks with Site M&O contractor
- Uncleared
- Colorful history, numerous run-ins with law enforcement
- A big fan of alcohol
- Has not held any job for more than 2 months
- Recently moved in with brother, Earl



Building the Enemy – *The Enemy (Example #2)*

What are we looking to test?

- **Intelligence Sharing Capabilities**
- **Unified Command**
- **Field Intelligence Gathering**
- **Employment of Offsite Assets (Memoranda of Understanding/Agreement)**

Simple or Complex?

Building the Enemy – The Enemy (Example #2)

Meet the AJU Reconnaissance Cell:

Terrorist Cell Leader

Johnny Woodson (US Citizen)
AKA Yahya abd'ul Rahim
AKA abu-Kareem

Location: Las Vegas, Nevada
Elmwood Village Apartments
1450 East Reno Avenue
Las Vegas, NV 89119



Terrorist Cell

Arshad Talwar

(Pakistani)
No other known aliases

Location: Las Vegas, Nevada
Hampton Court Apartments
3955 Swensen Street
Las Vegas, NV 89118

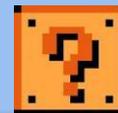


Terrorist Cell

Ahmed Mahmoud

(Egyptian)
No other known aliases

Location: Las Vegas, Nevada
Hampton Court Apartments
3955 Swensen Street
Las Vegas, NV 89118



Darnel Jamal Livingston

(US Citizen)
No other known aliases

Location: Las Vegas, Nevada
Hampton Court Apartments
3955 Swensen Street
Las Vegas, NV 89118



All names are fictitious and were created for exercise play.

Building the Enemy – The Enemy (Example #3)

What are we looking to test?

- **Intelligence Sharing Capabilities**
- **Pre-Incident Detection**
- **Joint Task Force Operations**

Simple or Complex?

Building the Enemy – The Enemy (Example #3)

Meet Susan Rivers (fictitious)

- **Company:** Site M&O Contractor
- **Occupation:** MC&A Specialist
- **Clearance:** Q, HRP
- **Length of Service:** 4 Years, 2 Months



Building the Enemy – The Payoff

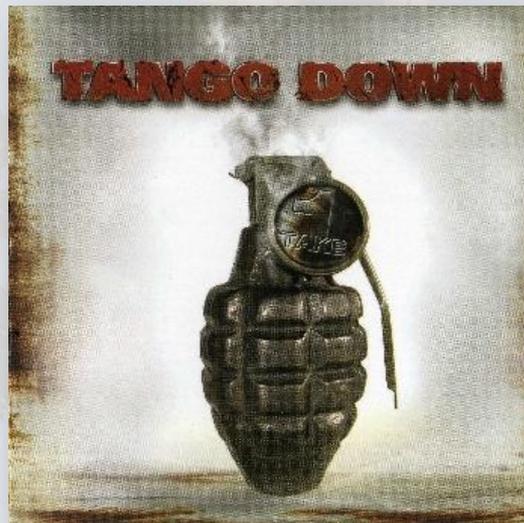
Why do we walk down this path?

- Administrative and engineered controls fail
- Increase cooperation internal and external
- Increase partnerships to provide realism



Building the Enemy – Any Questions?

QUESTIONS



Building the Enemy – Feel Free to Call

For Questions, Comments, Inane Ramblings...

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