

From: fletcherbaltz@lowerchurchillproject.ca
To: kevinmiller@lowerchurchillproject.ca
Cc: [Brad Hadley](#); [David Riffe](#); [Paul Aucoin](#); [Scott O'Brien](#); [Sean Joyce](#)
Subject: Re: North Spur Security Plan/Risk Registry
Date: Friday, March 20, 2015 5:42:33 PM
Attachments: [.png](#)
[.png](#)
[North Spur Security Plan March 17.doc](#)
[North Spur Risk Registry.xls](#)

Kevin,

Thank you for this DRAFT. Folks from C1 are reviewing now. Because C4 are also involved on the North Spur I am including Kevin Mullins

J. Fletcher Baltz

Area Manager - North Spur

PROJECT DELIVERY TEAM

Lower Churchill Project

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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

Kevin Miller---03/18/2015 11:26:16 AM---Scott/Dave, Please find attached DRAFT Security Risk Assessment and Security Plan for the North Spur

From: Kevin Miller/LCP/NLHydro

To: Scott O'Brien/NLHydro@NLHYDRO, David Riffe/NLHydro@NLHYDRO,

Cc: Fletcher Baltz/NLHydro@NLHYDRO, Paul Aucoin/LCP/NLHydro@NLHYDRO, Sean Joyce/NLHydro@NLHYDRO, Brad Hadley/NLHydro@NLHYDRO

Date: 03/18/2015 11:26 AM

Subject: North Spur Security Plan/Risk Registry

Scott/Dave,

Please find attached DRAFT Security Risk Assessment and Security Plan for the North Spur.

We conducted an assessment of the security risk present at the site and based on its findings, developed a security plan to manage those risks.

Please have a look.

Kevin Miller

Health, Safety, Security & Emergency Response Manager

PROJECT DELIVERY TEAM

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North Spur Security Plan_March 17.doc



North Spur Risk Registry.xls

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Lower Churchill Project
SITE SECURITY AND ACCESS CONTROL PLAN
(North Spur Stabilization)

Reference No. LCP-

Date: 17-March- 2015

Prepared by: Scott Morrison/Sean Joyce

Security

Checked by: _____

Manager, Health and Safety

Approved by: _____

Project Manager

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Revision					Remarks
N°	By	Check	Appr.	Date	

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1 INTRODUCTION

The Lower Churchill Project (LCP) - North Spur Stabilization Site Security Program will include the security practices & procedures for the monitoring and controlling of access and egress by personnel during the civil work required for the North Spur stabilization.

The site will be manned by contractor security personnel 24/7 during the construction period.

Local law enforcement shall have ultimate jurisdiction over all criminal matters relating to all LCP Sites.

All personnel required entering the construction site, and management responsible for overseeing this scope of work shall be aware of, and abide by the requirements of this plan.

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2 SCOPE

The scope of this plan shall encompass the necessary protocols to control site access during the initial planning and construction work required for the project. Contractor provided security personnel will be provided onsite 24/7.

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3 SECURITY RISK ASSESSMENT

The North Spur site entrance is a dirt road that intersects the Trans Labrador Highway. It is the same road currently being used by Valard for their base operations and camp facilities for transmission line activities. The location of work activity for the North Spur will mainly take place between the Trans Labrador Highway and the North side of the Churchill River. There will also be earth moving activity between the three different quarries on the North Side of the Trans Labrador Highway and the main site. The approximate distances from the intersection of the North Spur/Trans Labrador Highway to the following locations are provided:

- To the Hamilton River Road / Trans Labrador Highway intersection – 30 kms.
- To the South Labrador Trans Labrador Highway – 18 kms.
- To the Muskrat Falls Main Gate – 28 kms.
- To the Muskrat Falls Fire Response Facility – 38 kms.
- To the Muskrat Falls Medical Clinic – 49 kms.
- To the Goose Bay Hospital – 32 kms.
- To Q6 Quarry – 1.7 kms.

The North Spur site access road is deemed private property of Nalcor with a “No Authorized Entry” sign posted. Currently, there is a single security guard on duty (24x7) at the North Spur site, assigned from Contractor Security provider, Speuata. The guard uses a company vehicle as an office and checks for vehicles heading to and from Gilbert’s mechanical laydown area. The guard is situated well into the North Spur Road, South of Valard’s premises and Gilbert’s laydown area, thus making many areas of the North Spur site unsecured.

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A Risk Assessment had been conducted on the North Spur Site Security utilizing the LCP Security Risk Register. The following activities associated with the North Spur Site security have been identified with the applicable Risk Rating according to the risk register.

- Public Access to Site. - The North Spur site entrance; the intersection of the North Spur Road and the Trans Labrador Highway is not secured with a main gate access. There is no method of control other than a sign to prevent individuals from the public to enter the area by foot or vehicle. Several identified hazards associated with public access to site have been identified and pose significant risk to the project; notably,

1. Theft
2. Property damage/sabotage
3. Work stoppages due to the public arriving onsite
4. Access to site via snowmobile, watercraft, ATV. etc.

In the past, the area has been known to be frequented by locals and tourists as a vantage point to view Muskrat Falls.

Risk without further controls: - High

- Heavy Equipment – Private Vehicle Interface. Gilbert operations will require use of many heavy equipment vehicles including heavy haul trucks, excavators, tractor trailers, forestry equipment, etc. These vehicles will share the same road as vehicles coming to and from the Valard Site or any other vehicle from the public that accesses the area. Unless private vehicles are controlled from entering site, there is no means of controlling what vehicles access the road.

Risk without further Controls: - High

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- Transportation to and From Site – Journey/Management – Although a security guard is monitoring individuals by sign in sheet, they are not in a position to capture all workers /individuals as they leave site, hence the potential remains to not be able to account for individuals as they leave site throughout the day.

Risk without further Controls: - Medium

- Contraband Alcohol/Drug Use – Site security currently monitors entering employees to ensure they are fit for duty. Impaired employees pose a hazard to themselves and others. Unchecked employees entering site have a greater chance of entering site while under the influence.

Risk without further Controls: - Medium

- Explosive Use and Storage – Site Security has a responsibility to ensure explosive magazines throughout site remain secure. The hazards associated with unsecured explosives can be severe.

Risk without further Controls: - High

- Protests - Several local aboriginal and environmental groups have protested on LCP property in the past. The risk of further protests remain high, specifically,
 1. Potential personal harm to employees
 2. Sabotage
 3. Economic impacts from work stoppages

Without a means of controlling site access, protestors will be able to enter the site with minimal ease.

Risk without further Controls: - High

- Wildlife Interaction-Moose/Wolf/ Bear – Site Security are trained to deal with human – wildlife interactions and control. Ideally, security will monitor, report to

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appropriate departments and notify workers of the potential dangers of wildlife in the area. If any issues arise it can be dealt with in pairs vs. acting alone.

Risk without further Controls: - Medium

- Medical Emergencies – Evacuations – Security plays an important role during onsite emergencies. A head count of onsite workers will be required during emergencies, crowd control and dispatch which is typically maintained by site security,

Risk without further Controls: - Medium

4 RESPONSIBILITIES

4.1 LCP NORTH SPUR CONSTRUCTION MANAGEMENT

The Construction Manager for the North Spur Stabilization Scope of Work shall ensure all contractors are fully informed & aware of the security stipulations and requirements in this plan and ensure contractor compliance.

Additionally, the Construction Manager shall ensure all required resources; training, etc. are provided to adequately meet the requirements of this plan.

4.2 NORTH SPUR HS COORDINATOR

Under the direction of the Project HSSER Manager, the North Spur H&S Coordinator shall serve as the primary point of contact for overseeing and assisting the contractor with the establishment of the necessary processes and systems needed to adequately secure the project site.

The North Spur HS Coordinator shall also coordinate and consult on incident investigations, and obtain, if necessary, all required documentation deemed necessary to conduct the incident investigation process. The Project HS Coordinator

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shall also collect and report all metrics and documentation as established by the LCP North Spur Construction Leadership Team and LCP Construction Management.

The North Spur HS Coordinator shall liaise with all contractor and subcontractor supervision to address issues that arise concerning the security of LCP, tools and equipment.

4.3 CONTRACTOR MANAGEMENT & SECURITY PERSONNEL

LCP North Spur Contractor Management and their designated Security Personnel shall ensure the full implementation, enforcement and general application of the Security Plan, which will include:

- Ensuring only those personnel authorized to access the work site. (access cards/Government identification/list)
- Ensuring construction site is manned 24/7 with full time security personnel on site at all times. At peak entrance and exit time periods (i.e. start and end of shift), the security personnel shall be visible to all those accessing or exiting the area. During off peak times, security should participate in random inspections/patrols of the construction site.
- Conducting random searches of vehicles to ensure vehicles are not transporting alcohol, prohibited substances or removing unauthorized items (i.e. tools, equipment) from the work site.
- Responsible for ensuring all infractions/violations and incidents are reported to the onsite LCP North Spur Construction Management and HS Coordinator.
- As required, the security personnel, in conjunction with LCP Construction Management, shall engage and assist as needed with local law enforcement in the investigation, collection of evidence and resolution of criminal activity on the construction site.

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4.4 CONTRACT WORKERS, VISITORS AND OTHER PERSONNEL

All workers, visitors and other personnel having reason to physically enter the construction site shall adhere to the requirements as defined in this plan.

5 DEFINITIONS

Authorized Worker – Any worker who has fully met all training requirements stipulated by the Owner and deemed fully competent to work on the project.

Authorized Escort – A contractor or subcontractor representative who is fully aware of site protocols, including this plan, and has the authority to accompany visitors.

Visitor – Any non-project person(s) visiting the project site including, but not be limited to vendors, couriers, delivery personnel, regulatory personnel, consultants, engineering and other personnel not assigned to the site. Should be escorted by project personnel / authorized escort.

Contractor Security Personnel - personnel engaged by the contractor to control access & egress to the work site and ensure the protocols as outlined in this plan are adhered to.

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6 PROJECT ACCESS

6.1 SITE ACCESS CONTROL

LCP North Spur Construction Management reserves the right to refuse access and/or entry to its premises which includes all land, property, structures and installations, vehicles and equipment owned, leased, operated or otherwise directly controlled by NALCOR construction or operating authority. Access & Egress control measures will include, but are not limited to the following:

- Random security checks on personnel and vehicles entering and leaving the worksite to identify the presence of alcohol, prohibited substances, company property or suspicious behaviour.
- Ensuring all personnel and vehicles entering the work site has been authorized to do, as identified by NALCOR approved list of personnel and vehicles.
- Providing full time security personnel to provide site security on a 24/7 basis, with periodic visual inspections of the work site to be conducted during off peak entrance & exit hours, to ensure unauthorized persons have not entered the work site.
- Dealing with individuals or groups protesting at the construction site entrance and communicating with both construction management and local authorities to remove them from private property.

6.2 VEHICLE ACCESS & SITE USAGE

Vehicle access to the North Spur site will be controlled and restricted to work use, supervisory use and for essential project services (i.e. safety, quality, material

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delivery, etc.). Only vehicles that are licensed for on road use will be allowed on site. In addition, the following protocols shall apply:

- ATV / Snowmobiles may be used for special scopes of work, and will require approval from the Nalcor H&S Coordinator and operator certification.
- Only qualified drivers with a valid government issued vehicle operator’s license shall be permitted to drive on the worksite. All appropriate endorsements and license provisions must be met in accordance with the vehicle configuration being driven. All speed limits and driving rules must be strictly obeyed. All contractor vehicles in use on the project shall have valid registration stickers displayed in the proper location.

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7 VISITOR ACCESS

Security will require each visitor to sign a Visitor’s Logbook and complete a Visitor Site Orientations. Visitor will need to provide a government issued photo identification prior to site access. Visitors must provide the name of the authorized LCP representative/Contractor, phone number, and with whom they are visiting. Visitors shall be escorted to and from their destination and at all times while on North Spur property by an authorized LCP/Contractor representative and remain with the escort at all times. When the visit is complete, each visitor will sign out at the security check point.

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8 SECURITY INCIDENT REPORTING & OPERATING PROTOCOLS

Contractor employed security personnel shall adhere to the following reporting and operational protocols for implementing the requirements of this plan:

- If contractor security personnel identify persons in possession of alcohol or prohibited substances while on the work site, or attempting to remove company property without authorization, they shall contact the construction manager to advise him/her of the situation and await further instruction. Security personnel should attempt to identify such individuals by name and employing contractor.
- In the event that unauthorized personnel are found to be trespassing on site, they will be advised they are trespassing and asked to leave the work site. Should such persons refuse, construction management shall be contacted and advised of the situation. Construction Management will make a decision on the course of action to be taken. Confrontational engagement between security personnel and trespassers is to be avoided at all times.
- Should members of the general public arrive at the site with questions or concerns regarding the construction activities, security personnel will direct such persons to the local LCP Office in Happy Valley-Goose Bay.
- Should demonstrators or protesters arrive at the site, security personnel will contact construction management to inform them of the situation and await further instruction. LCP Construction Management will be responsible for evaluating the situation and determining the next course of action (i.e. such as contacting the RCMP to assist with the situation, if necessary).

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9 EMERGENCY CONTACT LIST

Emergency Contact list		
Project Personnel	Contact	Number
C1 Project Manager	Scott O'Brien	(709) 764-6537 (c)
LCP Project HSSER Manager	David Riffe	(709) 730-5258
North Spur HS Coordinator		
Area Site Manager – North Spur	Fletcher Baltz	(709) 733-4427, (709) 687-4502 (c)
North Spur Project Controls Lead	Paul Aucoin	(709) 899-1493 (c)
North Spur Construction Manager		
Environmental Manager	Jason Barnes	(709) 899-6567 (c)
Environmental Site Coordinator		
ER and Security Coordinator	Scott Morrison	(709) 897-4451
Security Main Gate		
Outside Personnel	Contact	Number
Ambulance	HVGB	(709) 896-2100
RCMP	HVGB	(709) 896-3383
Fire Department	HVGB	(709) 896-2222
Medical Emergency - Hospital	HVGB	(709) 897-2399

Lower Churchill Project Security Risk Register

	Task Steps / Activity	Hazard	Proposed Controls	Exposure	Probability	Consequence	Risk Rating
1	Public Access to Site	Theft	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Major	Likely	High	High
		Property Damage / Sabotage	See above	Major	Likely	High	
		Public access to Muskrat Falls via company property	See above	Major	Likely	High	
		Unauthorized access	See above	Major	Likely	High	
		Work Stoppage	See above	Major	Likely	High	
		Access to North Spur site via watercraft, snowmobile, ATV, etc.	See above	Moderate	Almost Certain	High	
2	Heavy equipment - Private vehicle Interface	Vehicle collision between private vehicles and heavy equipment	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Extreme	Possible	High	High
		Injury to Unauthorized persons to Site	See above	Major	Likely	High	
		Schedule impacts	See above	Major	Likely	High	
		Property Damage to company vehicles	See above	Major	Likely	High	
3	Transportation to and from site - Journey Management	Unknown location of employees who leave site	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Moderate	Likely	Likely	Medium

	Task Steps / Activity	Hazard	Proposed Controls	Exposure	Probability	Consequence	Risk Rating
4	Contraband Alcohol Use on Site	Impaired employee at site / injury	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Moderate	Likely	Likely	Medium
5	Use of illicit Drugs	Impaired employee at site / injury	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Moderate	Likely	Likely	Medium
6	Explosive Use and Storage	security	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Extreme	Possible	High	High
7	Protests	danger to the employees	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Moderate	Likely	Medium	High
		Sabotage	Same As Above	Major	Likely	High	
		work stoppage	Same As Above	Moderate	Likely	Medium	
9	Wildlife Interaction-Moose / Wolf / Bear	injury to personnel	Access to site via via controlled security gate; use of two security guards at all times, Follow LCP Security Policies/Procedures, Proper Signage, Security Patrols, Implementation of a Scanning System, Setup of a Security Kiosk, Use of Camera at Security Gate, Monitor Security of Explosive Magazines	Moderate	Possible	Medium	Medium
10	Medical Emergencies - Evacuations	aggravation of injuries and illnesses	Same As Above	Major	Low	Medium	Medium
		Unknown site count in event of emergency	Same As Above	Moderate	Possible	Medium	Medium

LCP Risk Ranking Matrix (RRM)

IMPACT ON PROJECT OBJECTIVES							PROBABILITY				
	Capital Cost, \$M	Schedule, Mos	Product Quality	People (HS, S)	Environm	Reputation	< 0.1% Rare	0.1% - 1% Low	1% - 50% Possible	50% - 90% Likely	>90% Almost Certain
Extreme	>100	>12	System & safety requirements are not achieved	Single or multiple fatalities	Massive Effect	International media coverage. Irreparable stakeholder impact	Low	Medium	High	High	High
Major	10 - 100	3 - 12	Substantial effect on performance objectives	Serious personal injury resulting in permanent disability	Major Effect	National media coverage. Substantial stakeholder impact	Low	Medium	Medium	High	High
Moderate	1 - 10	1 - 3	All design and operating margins eliminated	Injury to personnel not resulting in permanent disability	Localized Effect	Regional media coverage. Moderate stakeholder impact	Low	Low	Medium	Medium	High
Minor	0.1 - 1	0.25 - 1	Minor decrease in system performance	Medical treatment of personnel. Lost time incident	Minor Effect	Local media attention. Minor stakeholder impact	Low	Low	Medium	Medium	Medium
Slight	< 0.1	< 0.25	Slight degradation of element performance	Minor impact on personnel. First aid only. No lost time	Slight Effect	Slight media attention. Little stakeholder impact	Low	Low	Low	Low	Medium