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PRÉCIS:

Course 17403-99702:
DIPLOMATIC / VIP PROTECTION & SECURITY

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Module 1

MISSION OF THE BUREAU OF DIPLOMATIC SECURITY SERVICE

The Bureau of Diplomatic Security was officially established on November 4 1985 but prior to 1985 the Bureau of Diplomatic Security was known by a number of different names and office symbols. The mission of the unique Security Service has always dealt with the internal security apparatus within the Department of State.

The first known security staff within the Department of State was formally established in 1916 and was known as the Bureau of Secret Intelligence. The Bureau at that time was staffed by a Chief Special Agent and approximately eight Special Agents located in Washington D.C. and New York City.

The mandate of this Bureau was to investigate personnel matters within the Department of State and to investigate security related problems with the issuance of U.S. passports and visas.

Also in 1916, the Bureau was given the added responsibility of protecting distinguished visitors to the United States, a precursor of the modern day function of Dignitary Protection.

In 1921, the staff of the Bureau grew to approximately 25 employees working in the area of personnel security and passport fraud. Prior to World War II, the Chief Special Agents Office was established and expanded to a staff of 40 employees and 12 field offices were established throughout the largest cities in the United States.

During the onset of World War II, the staff increased to approximately 200 working agents. Their duties expanded to wartime activities such as interning and exchanging diplomatic officials of enemy powers, and screening Americans, or those claiming to be American citizens, after they were forced to leave enemy controlled areas. The Bureau also uncovered two espionage rings working in the United States at that time.

In 1946, the title of Security Officer was appointed by the Department of State and the Security Office designation was established. A cadre of Regional Security Staff, both in the United States and our embassies overseas, was officially established.

Meanwhile the mission changed to reflect an increase of responsibilities. The Office of Security and the Chief Special Agent merged to assume all security responsibilities for the Department of State, both domestic and overseas.

The mission of this Office expanded to include:

- Administering all physical, technical and personnel security programs for the Department of State.
- Providing Investigative services for passport and visa fraud and munitions control matters.
- Maintaining liaison with U.S. law enforcement agencies and foreign law enforcement agencies.
- Protecting the Secretary of State, heads of government and other high government officials and representatives of foreign government while visiting the United States.

In 1974, the rages of international terrorism created a new and increasingly dangerous threat to U.S. citizens, embassies and distinguished visitors to the United States.

The Office of Security expanded and another 150 agents were hired to meet the new threat of international terrorism. The functions of the Office of Security remained the same, but the wave of terrorism grew from 1974 to 1982.

The mounting pressures from both inside and outside the Department of State, were to increase the Department's role in counterterrorism. On November 4 1985, the Bureau of diplomatic security was formed to counter the wave of international terrorism.

The current mission of the Bureau of Diplomatic Security is:

- To provide a secure environment for the conduct of American diplomacy and the promotion of American interests.
- Develop and implement physical, technical, and operational procedures and systems necessary to protect U.S. facilities.
- Personnel, and national security information.
- To advise the U.S. Government on matters concerning the security of U.S. Embassies worldwide, and to develop, implement, and enforce effective security standards.
- Provide training and assistance to American and foreign police to enhance their ability to respond to and deter international terrorism.

At the present time the Bureau of Diplomatic Security employs approximately 800 Special Agents and approximately 475 of these agents are serving overseas as Regional Security Officers.

These agents must be proficient in all facets of the Diplomatic Security domestic and overseas role. A new agent is expected to undergo 22 weeks of law enforcement training for the Bureau's domestic responsibilities and 19 weeks of training to fulfill our overseas role. An agent is expected to remain in the United States at one of our nine field offices or at one of our eleven resident agent offices for approximately three to five years. Followed by a two to five year tour overseas at one of our embassies.

The role of the Bureau of Diplomatic Security has grown through the years to meet the changing security threat to personnel and facilities of the U.S. Department of State.

Module 2

CONDUCT, RESPONSIBILITIES, DRESS AND GIFTS

1. INTRODUCTION:

- a. Security personnel are expected to maintain a high degree of professionalism, integrity, and honesty during working and non-working hours.
- b. The job requires diplomacy and self-discipline when interacting with co-workers, other employees, and people outside of the Government.

2. MANNERISMS

a. **Professionalism and Courtesy**

As applied to a protective detail means:

- i. Full attention to duties
- ii. Enduring long hours, frequently under adverse conditions;
- iii. The ability to instill confidence in the protected and general public;
- iv. A regular self-imposed program of exercise; and,
- v. Frequent unplanned absences from home.

b. **Professional Courtesy and Good Manners**

Equates to:

- i. Good manners, grammar and diction;
- ii. Use of proper titles and forms of address;
- iii. Requesting rather than demanding; and
- iv. The use of diplomacy and tact.
- v. Colloquial expressions and "streetwise" language that may confuse the protected or his/her staff should be avoided.

3. DRESS AND GROOMING

a. **General**

- i. Clean clothing, appropriate for the occasion gains acceptance and reduces conspicuousness of the protective effort.
- ii. Good personal hygiene and a neat overall appearance are mandatory.
- iii. A professional image is to be projected.
- iv. Attire for protective security is a conservative business suit or dress.
- v. Sunglasses are useful to protect the eyes from glare when observing people's actions and movements.
- vi. Sunglasses will also protect an agent's eyes from thrown objects.
- vii. A good sturdy belt for weapon and radio gear is essential (not a snake skin Gucci that has very little or no support.)

b. **Dress: Female Agents**

- i. Low-heeled shoes and conservative suits should be worn.
- ii. A thick belt is necessary to hold a weapon and radio.
- iii. Suit jackets should be long to cover all protective equipment.
- iv. Jackets should also have large pockets to compensate for the lack of a purse.
- v. Make-up and jewelry should be conservative.
- vi. Dress for the occasion.

c. **Important**

- i. The advance agent should notify the detail of special dress requirements such as golfing, boating, dinner party, etc.
- ii. Jackets, coats etc. must be open at all times to facilitate use of weapon.

4. INTOXICANTS AND DRUGS

- a. As an agent alcohol and drugs are prohibited on the following occasions:
 - i. While on duty or forty eight hours before duty; and while armed off-duty.
 - ii. Prescription drugs that do not impair mental or physical reaction time are permitted.
 - iii. The prescribing physician must be consulted to ensure that the medication taken as directed, will not impair physical or mental faculties.

5. **GIFTS**a. **General**

i. It is not unusual for protective security agents To be offered gifts from visiting foreign Protectees or members of the official party.

b. **All Gifts must be Reported.**

i. All gifts must be reported to supervisory Personnel.

ii. Guidelines for accepting gifts must be Established.

6. **OTHER CONSIDERATIONS.**a. **Diary**

i. Purchase a good diary/notebook to keep a record of travels, investigations and other events that pertain to work (mileage, per day, arrival and departure times, Miscellaneous expenses, etc.).

b. **A weapon should not be unnecessarily exposed.**c. **All prescribed protective security equipment must be worn while on assignment**7. **CONDUCT.**

a. Any action that might result in or create the appearance of inappropriate unethical or illegal behaviour is to be avoided.

b. Punctuality is a must

8. **VEHICLES**

a. Official vehicles are for official purposes only.

b. Proper vehicle logs are to be kept stating :

i. Dates

ii. Times

iii. Milage

iv. Destination

Module 3

CAUSE OF ASSASSINATIONS AND METHODS OF ATTACK

1. INTRODUCTION

- a. Throughout history almost every nation of the world has experienced an assassination or an attempted assassination directed against its leaders.
- b. Before we can begin to protect people from assassination we have to have a basic understanding about why people carry out an assassination and what general methods have been used in the past.

2. EXAMPLES

- a. President John F. Kennedy (assassinated)
- b. Prime Minister Thatcher (attempted)
- c. Pope John Paul II (attempted)
- d. Prime Minister Olaf Palme of Sweden (assassinated)
- e. President Ronald Reagan (attempted)
- f. President Pinochet of Chile (attempted)
- g. Imelda Marcos (attempted)
- h. President Anwar Sadat of Egypt (assassinated)
- i. President Elect Bashir Gemayel of Lebanon (assassinated)
- j. President Zia of Pakistan (assassinated)
- k. President Park of Korea (attempted)
- l. Former President Somoza of Nicaragua (assassinated)

3. CAUSES OF ASSASSINATION

- a. ***Revolutionary or Political Causes***
 - i. Groups or individuals fanatical in their desire to change the existing government or to establish a new government often resort to assassination to accomplish their goals.
 - ii. The targeted individuals represent the government which the assassin believes is the cause of repression, unfairness, persecution, etc. The assassin hopes to overthrow the existing government by eliminating its representatives.
- b. ***Economic Causes***
 - i. Motivated by the belief that the victim is responsible for poor economic conditions affecting a nation, group of people, or the assassin directly.
- c. ***Ideological Causes***
 - i. When the assassin is convinced that the victim is endangering principles that the assassin believes to be of paramount importance.
 - ii. Ideological causes of assassination can stem from religious and social beliefs.
 - iii. The assassin hopes to change the existing system by eliminating key figures in the religious or the social systems or, the assassin may wish to draw attention to his or her group through the use of terror.
- d. ***Personal Causes***
 - i. Motivated by:
 - (1) revenge,
 - (2) jealousy,
 - (3) hate,
 - (4) rage,
 - (5) or other strictly personal drives.
- e. ***Psychological Causes:***
 - i. Mental derangement, fanaticism or emotional instability are factors in most, if not all, actual attacks.
 - ii. Trigger men almost always exhibit psychological problems even if the real reasons for the assassination are Revolutionary, Economic, etc.
 - iii. It is not at all unusual to find more than one cause of assassination. Psychological causes, however, are the most common.

4. ATTACK METHODS AND WEAPONS UTILIZED FOR ASSASSINATIONS.

-
- a. **Weapons At Close Range**
 - i. Close range, look at the victim in the eye.
 - ii. There is little skill involved
 - iii. Hand gun or knife are weapons often used.
 - iv. Some pre-attack intelligence gathering necessary if only to learn the victim's itinerary. Historically, stalking has occurred.
 - b. **Weapons At A Distance**
 - i. Not close range, the victim is usually more than 20 feet away.
 - ii. Often involves rifle but may also include a handgun
 - iii. Requires more skill to succeed.
 - iv. Skill with weapon
 - v. More sophisticated weapon.
 - vi. May miss due to the distance.
 - vii. Intelligence gathering is necessary to learn the itinerary and the proper attack site.
 - c. **Explosives**
 - i. Require more sophistication and skill.
 - ii. Knowledge is needed to:
 - (1) build the bomb
 - (2) place the device; and
 - (3) detonate the device
 - iii. Logistics and intelligence support usually necessary.
 - d. **Kidnapping**
 - i. It is not a form of assassination, but still involves an attack
 - ii. Immediate intention is not to kill the victim.
 - iii. The kidnap victim is more valuable alive than dead however, death often follows when demands are not met.
 - iv. Protective detail must be eliminated immediately.
 - v. Kidnapping is the most sophisticated of attack methods requiring:
 - (1) attack team
 - (2) intelligence team
 - (3) safe haven; and
 - (4) logistics/surveillance team.
 - vi. Meticulous planning is imperative to a successful attack.
5. **TACTICS TO COUNTER ASSASSINATION METHODS.**
- a. **We cannot possibly guarantee a person's security. The terrorist has all the advantages but we can use the above information to our advantage.**
6. **TERRORIST OPERATIONS**
- a. **General**
 - i. For a protective detail to operate effectively it must know the enemy.
 - ii. Studies of various terrorist attacks worldwide by varied law enforcement Analysis Divisions have all revealed the same common threads throughout most terrorist attacks.
 - iii. Although the terrorist has a definite advantage, they do have weaknesses that can be exploited. If a protective detail is aware of the phases of a terrorist operation, they can use these facts to its advantage and potentially prevent an attack.
 - iv. In order to prevent a terrorist attack, the detail must first understand how a terrorist operation is implemented. There are five phases of a terrorist operation.
 - b. **Phases of a Terrorist Operation**
 - i. Chronologically, attacks follow the same basic phases:
 - (1) **Target Selection**
 - (a) is based on the objectives and capabilities of the terrorist group.
 - (b) The terrorist group is not only looking for the most vulnerable target, but one that satisfies its symbolic or tactical needs.
 - (2) **Target Intelligence**
 - (a) is a necessary part of the terrorist operation in order for the planned attack to be successful.
 - (b) This is the one time the terrorists will reveal their intentions prior to have included some form of target intelligence gathering prior to an

attack, including the mentally deranged and lone attacker.

- (3) **Target Surveillance**
- (a) Surveillance of the target is necessary to gather all information and intelligence for successful completion of the operation.
 - (b) Here are a few basic elements that apply to this phase.
 - (i) Surveillance is the terrorists' primary collection tool of information about their potential target.
 - (ii) Terrorist surveillants operate in small teams; relatively unsophisticated.
 - (iii) Sophisticated groups gather intelligence even without a target.
 - (iv) They will update this information just prior to an attack.
 - (v) Terrorists are looking to gather information about the protectee.
 - (vi) They are also looking for any information about the protective security detail.
 - (vii) Terrorist groups gather intelligence through legitimate sources such as newspapers or illegitimate contacts such as informants.
- (4) **Operational Planning**
- (a) Occurs after they have selected their target and gathered intelligence information.
 - (b) To begin this phase the group must first assess their capabilities, or what we refer to as "**tactical advantage points**" to determine their ability to carry out an attack plan. For example, does the group have opportunity for the following:
 - (i) Surprise
 - (ii) High ground
 - (iii) Field of vision
 - (iv) Superiority in numbers and weaponry
 - (v) Choice of time, place and conditions of attack
 - (vi) Diversions, secondary or follow-up attacks
 - (vii) Adequate manpower and training for weapons needed
 - (viii) Sufficient logistics to carry out the attack, i.e.:
 - 1) vehicles,
 - 2) fake ID's,
 - 3) uniforms, etc.
 - (ix) Ability to be on the attack site prior to attack without arousing suspicion (minimum on site time 20 minutes)
 - (c) After the terrorist group assesses its capabilities and decides to proceed with their plan of attack, many groups will then set up rehearsals or "**dry runs**"
- (5) **Terrorist Attack**
- (a) Executing the plan.
 - (b) This takes place after all operational planning is complete and rehearsals have been conducted to overcome any existing security coverage.
 - (c) Part of this phase includes what we refer to as "**target identification**", in which the terrorist confirms that the selected target is present and in the planned position for attack.
 - (d) The designated target identification period occurs just moments prior to an attack.
 - (e) The target ID person will be just outside the kill zone.
 - (f) A signal must be relayed in some way to the attack team, i.e. radio, telephone, visual signal, etc.
 - (g) Detail must be alert to target ID. If spotted, you are only seconds from an attack because the target identification initiates the attack.
 - (h) The terrorist group, after receiving confirmation of the target's

location, will then deploy the operatives and the assault or the attack will take place.

- (6) **Terrorist Escape**
- (a) Attack site and potential **Exploitation** for political purposes.
 - (b) It is a myth that all terrorists are willing to die for their cause.
 - (c) Terrorists want to carry out the attack and escape to attack again.
 - (d) Terrorists need an attack site that will allow them to withdraw.
 - (e) They do not want to be trapped.
 - (f) They want the ability to retreat if the attack fails.
 - (g) If possible the terrorists want to be among a crowd quickly.
 - (h) Some terrorist groups exploit their acts with the use of the media for political exposure.

7. **IT IS IMPORTANT FOR A SECURITY DETAIL TO RECOGNIZE THE FIVE PHASES OF A TERRORIST OPERATION**

- a. Terrorists requires all five phases before carrying out the attack.
- b. Deny the terrorist any one of these phases and it will reduce the likelihood of an attack by making the attack more difficult and thus more dangerous for the terrorist.
- c. One of the objectives of the detail is to deny any one of the phases and try to force the terrorist to look at softer, less secure targets.
- d. When examining terrorist incidents worldwide, we find that the attack sites have contained all these phases. Law enforcement/security must use this knowledge to prevent future attacks.

8. **“CHOKES POINT” AND “IDEAL ATTACK SITE” ARE IMPORTANT TO THE SECURITY DETAIL**

a. General

- i. Based in part on the above terrorist operational phases you can predict where the attack may occur.
- ii. Analysis of routes (vehicle or pedestrian) will determine **CHOKES POINTS**.

b. Choke Point

- i. Any location that the protectee **MUST** travel through when travelling from A to B
- ii. The terrorist looks for these locations when planning an attack.
- iii. Most choke points are near a **RESIDENCE** or **OFFICE** or a location that the protectee must attend.
- iv. After determining the choke points the five operational phases are applied to each choke point.
- v. A choke point that permits all five phases of a terrorist operation to occur is a likely place for an attack. Also surveillance is likely to occur from this location.
- vi. This location is called the **IDEAL ATTACK SITE (IAS)**
- vii. You must apply the terrorist operational phases as though you were a terrorist.
- viii. The ideal attack site (IAS) is where you want to concentrate your forces and where the detail must be at its highest level of alertness.
- ix. The detail must deny the terrorist the ideal attack site (IAS). The terrorist has consistently attacked in locations that could have been predicted, i.e. the ideal attack site (IAS).

Module 4

ORGANIZATION OF THE PROTECTIVE DETAIL

1. ORGANIZATION OF PROTECTIVE DETAIL.

a. *Purpose / Objectives of a Protective Detail*

- i. Primary Objective
 - (1) Safeguard the protectee from harm and from situations likely to endanger his or her person or liberty. (I.e. Murder, manslaughter, willful threats to kill, extortion, kidnapping and/or assault).
- ii. Secondary Objective:
 - (1) **Protection from harassment/embarrassment.** Most likely will involve prevention of undue heckling, soiling of clothes, or bodily injury. At no time, must the level of protection diminish.
- iii. Many times the protectee will find himself in a situation that is difficult to deal with. If the protectee wishes to be shielded from public view, the detail must honour his wishes.

b. *Duties of Protective Agents*

- i. The agents' responsibilities become more specific with a large detail. On small details' agents perform the tasks of numerous protective positions on a regular basis.
- ii. **Agent In Charge (AIC)**
 - (1) Has to be expert in protective security.
 - (2) Responsible for planning, administrating and supervising the protective detail.
 - (3) Maintaining liaison with the protectee's staff to ensure the timely exchange of information regarding scheduling, threat, unscheduled moves, etc.
 - (4) Prior to the onset of detail, the AIC assigns agents to specific shifts and supervisory positions.
 - (5) Relations with the Protectee:
 - (a) Establishes a rapport with the protectee. (Explains the role of protectee).
 - (b) Formal demeanor, adaptable to the protectee's style.
 - (c) Provides close-in body cover.
 - (6) Press Relations:
 - (a) Press inquiries directed to staff aide.
 - (b) Is courteous but firm.
 - (7) Relation with Detail:
 - (a) Discretion in assignments
 - (b) Always Considers:
 - (i) grade,
 - (ii) experience,
 - (iii) attitude,
 - (iv) knowledge,
 - (v) demeanor.
 - (c) Displays NO favoritism.
 - (d) Responsible for the conduct of the agents assigned and the conduct of the detail in general.
 - (e) Delegate if appropriate.
 - (8) Ultimately responsible for all equipment.:
 - (a) Radio/communications equipment
 - (b) Vehicles
 - (c) Shoulder weapons and ammunition
 - (d) Special protective equipment (CS gas, ballistic raincoat, riot helmets, federal packs/blue lights, etc.)
 - (e) Medical equipment
 - (f) Support equipment (flashlights, parkas, rain gear, maps, pry bar,

- automotive equipment, etc)
- (9) **Rides right front in limousine with protectee**
- iii. **Shift Leader (SL)**
- (1) First line supervisor of the detail.
- (2) Normally there is one Shift Leader per eight hour shift.
- (3) Has substantive duties
- (4) Experienced in all facets of protective security.
- (5) **Tactical Commander of Detail**
- (a) Provides agents with all tactical instructions and guidance.
- (b) Is the primary radio link with Command Post and Working agents.
- (c) Based on advanced agents' recommendations, posts agents as a site.
- (d) Makes corrections in protective tactics as needed.
- (e) Supervises all detail agents.
- (f) Updates Flank regarding shift leader actions and tactical situation.
- (6) Rides left front in follow vehicle.
- (7) **Administrative Duties**
- (a) Reports to agent in charge or assistant agent in charge.
- (b) Regulates assignments of agents.
- (c) Supervises maintenance of command post log.
- (d) Prepares daily agent schedules (push schedule)
- (e) Handles disciplinary problems within his/her shift.
- iv. **Agents in the Follow Car (Left Rear, Right Rear and Well Agent)**
- (1) Visual coverage of agents' area of responsibility.
- (2) Remember the rear area also look ahead (glancing).
- (3) Assigned various shoulder weapons for use in their area of responsibility.
- (a) Be aware of appropriate fields of fire.
- (b) Proper carry position for weapon.
- (c) Keep weapons below window line and out of sight unless needed.
- (d) Ensure all weapons are accounted for and operational before getting into the follow vehicle.
- (e) **Do not bluff with the weapon. If you bolt back, you should intend to fire.**
- (f) **FIRING IS THE LAST RESORT TO PROTECT YOU OR THE PROTECTEE**
- (4) Advising/updating the driver of the follow car.
- (a) Traffic conditions around the motorcade are within each agent's area of responsibility.
- (b) When safe to make lane changes and turns, utilize terms **CLEAR ,AND STAND-BY.**
- (5) Form protective formation around limousine when stopped:
- (a) Form protective diamond around protectee on all movements outside of vehicle.
- (b) Stand at the security perimeter posts of a site as assigned.
- (6) Report directly to Shift Leader
- v. **Limousine Driver (LD)**
- (1) Prepared at all times to move at a moment's notice.
- (2) Ensure safe and comfortable transport.
- (3) Know the vehicle.
- (4) React to any security threat on instructions from the agent-in-charge or the shift leader.
- (5) Knowledge of all the routes and is aware that landmarks look different at night.
- (6) Ensure the vehicle is clean inside and out, check the vehicle's mechanical condition, i.e.:
- (a) oil,
- (b) tires,
- (c) power steering fluid,

- (d) belts,
 - (e) radiator fluid,
 - (f) wipers,
 - (g) brake lights,
 - (h) flashers,
 - (i) headlights and
 - (j) horn.
 - (7) Account for all emergency equipment and verify it is functioning.
 - (8) Ensure all weapons are accounted for, loaded and in the proper carrying position.
 - (9) Test all doors and automatic locks. If you do not know what an item is or how to use, do not touch. ASK!
 - (10) Ensure vehicle log is present and filled out, noting any problems with vehicle.
 - (11) Set vehicle up 30 minutes prior to schedule departure.
 - (12) Be in the vehicle with the engine running 15 minutes prior to schedule departure.
 - (13) Know the motorcade route, even if you have a lead vehicle, so that the motorcade may continue if the lead car is lost.
 - (14) There must be NO surprises.
 - (15) You cannot react to danger if you do not know what is right and wrong.
 - (16) Do not lock keys in the car.
 - (17) When the vehicle is not in use, it should be locked and its keys kept inside the command post.
 - (18) Keep a spare in the follow car.
- vi. **Follow Car Driver (FCD)**
- (1) Same vehicle responsibilities as the limousine driver.
 - (2) Same driving responsibilities as the limousine driver.
 - (3) Operates tactical radio during shift leader's absence from vehicle.
 - (4) Keeps tactical radio "ON" while at the site.
 - (5) Tactical driving responsibilities around limousine.
 - (6) Command Post (CP)/Residence Watch (RW)
 - (7) Responsible for the operation of the command post.
 - (8) Monitors tactical radio and telephone communications.
 - (9) If protective details need assistance in an emergency/non- emergency situation:
 - (a) Notify the appropriate authorities.
 - (b) Continue to monitor the situation via radio.
 - (c) ALWAYS monitor details; radio traffic and ANTICIPATE the assistance you may need to provide; and,
 - (d) maintain the security integrity of the residence when the principal is out.
- vii. **Advance Agent(-s) (AA)**
- (1) The advance agent has vast and varied responsibilities with regard to the planning and establishment of security measures at a site to be visited by the protectee. These responsibilities will be covered in a separate section of this handbook.
 - (2) When the advanced agent is involved in working the detail he is assigned the following duties:
 - (a) The advanced agent guides the detail into the site via radio and telephone communications.
 - (b) He/She is constantly updating the motorcade on the situation at the site as it approaches his/her location.
 - (c) Once the detail arrives he/she invites the protectee to follow him/her because he/she is the most knowledgeable about the site.
 - (d) He/She leads the formation at all times while at the site.
- viii. **Pre-Posted Agent (PPA)**
- (1) Assigned to critical stationary observation/access points as designed by the advanced survey.

- (2) Will remain at the post until properly relieved.
- (3) Post instructions will be determined by the advanced agents.
- (4) It is the responsibility of pre-post agents to make certain they understand these instructions. Questions will be resolved by either the advance or the shift leader. When in doubt, ASK
- (5) Will normally not function as part of the moving diamond unless instructed by the supervisor.
- (6) Usually placed at checkpoint or surveillance posts.
- ix. **Counter-Surveillance Agents (CSA):**
 - (1) They are part of very High Threat detail
 - (2) Two agents who know the geography/culture of a city/country.
 - (3) Utilized primarily at choke points and attack sites.
 - (4) They establish surveillance at a choke point 30 minutes prior to the arrival of the detail.
 - (5) Through surveillance they determine if an ambush is set up by:
 - (a) Inspecting suspicious vehicles; and,
 - (b) investigate suspicious activity.
 - (6) Notify detail, via radio/land line, of suspicious activity occurring before they arrive.
 - (7) To neutralize suspicious activity:
 - (a) First utilize local police.
 - (b) If necessary make your presence obvious to those present.
 - (c) If local police are not available consider intervention by your own people.
 - (8) A secondary function is to provide counter-surveillance for motorcades and/or publicized arrival/departures.
 - (9) Determine if the detail is being watched.
 - (10) Surveillance must be from a discreet distance, yet close enough to see.
 - (11) Report to and take commands from the shift leader.
 - (12) Remember to watch above for aircraft or snipers.
- x. **Protective Intelligence Agent(s) (PIA)**
 - (1) Will be covered in a separate section of this handbook.
- xi. **Pilot Car Agents(PCA):**
 - (1) Travel five minutes ahead of the motorcade on its route and acts as a scout.
 - (2) Checks route for any last-minute security problems.
 - (a) Traffic
 - (b) Police activity.
 - (c) Large crowds/demonstrations
 - (d) Accidents
 - (e) Construction
 - (f) Fire
 - (g) Natural gas leak

2. PROTECTIVE SECURITY SUPPORT FUNCTIONS

a. **General**

- i. All protective details require specialized security expertise beyond that of an agent. These functions are generally provided by support personnel. One of many such functions is for example the explosive ordnance disposal team(EOD).

b. **Explosive Ordnance Disposal Teams (EOD)**

- i. Thoroughly search areas/objects for explosive devices.
- ii. After search, security personnel must secure area/object.
- iii. Report directly to agent-in-charge and lead advance.
- iv. Respond to and investigate reports of suspicious packages.

c. **Local Police**

- i. Will be covered in a separate lecture on Concentric Rings.
- ii. Briefly:
 - (1) Assist as support for lead vehicle, pilot cars, pre-posters and with Protective Intelligence Liaison.
 - (2) More knowledgeable area, (i.e., streets, traffic patterns, emergency routes

- and hospitals).
- (3) Possess greater familiarity with local community, i.e. well- known criminals in area.
- (4) The local police, due to their uniforms, present a controlled, authoritative psychological impact upon the public at site locations. This, combined with their arrest powers, have proven to be a definite advantage in deterring potential volatile behaviour.
- (5) If working abroad, local police are also more familiar with community language, local culture and customs.
- d. **Federal Law Enforcement Agents**
 - i. Facilitate in passing any adverse threat information.
 - ii. They have common objectives if securing duplicate site locations for different protectees attending the same function.
- e. **Hotel and Building Security**
 - i. This security is a tremendous asset if a dignitary is residing at a hotel during his/her visit.
 - ii. Hotel security and/or management can assist in providing a list of all hotel employees. their names, dates of birth or any other identification for criminal record checks.
 - iii. They offer possible assistance in holding an elevator exclusively for the use of the protectee.
 - iv. If a private function is being held, building security can potentially assist in checking invitations at front door entrance or in the operation of security magnetometers.

3. GLOSSARY OF PROTECTIVE SECURITY TERMS

- a. **Advance Survey**
 - i. The inspection of each area of responsibility within the scope of the Advance and the resultant plans for securing each area. The survey is completed in the form of a report for the Agent in Charge (AIC) of the protective detail and the files.
- b. **Advance Man**
 - i. The individual assigned the responsibility for coordinating and affecting all security arrangements for a particular site, motorcade or city. He/She briefs the AIC or SL at a site and reports to the lead advance agent and AIC.
- c. **Advance Team**
 - i. One or more advance agents headed by a lead advance agent. Generally, it consists of site advance agents, communications officers, EOD, security engineering officers, and protective liaison/intelligence agents.
- d. **Command Post**
 - i. A centralized area which receives all information, communications, and /or questions from security posts. It contains all of the communications equipment including telephones and radios. It also contains the intrusion alarm and CCTV monitors. The command post contains the reserve special protective equipment, spare keys, site surveys, intelligence information and, medical equipment. The command post monitors the detail during all motorcade moves, and logs all visitors to the protectee's residence. The command post may be permanent or temporary and may be adjacent to an agent down room. The command post is a working office.
- e. **Holding Room**
 - i. A secure area at site, usually a private room set aside for the protectee's convenience and privacy.
- f. **Protectee**
 - i. The individual being protected. Also known as the PROTECTEE.
- g. **Secure Area**
 - i. Any location that has been cleared of unauthorised persons, swept for explosives and secured continuously by the posting of security personnel prior to its use.
- h. **Intelligence Advance**
 - i. A member of the advance team (usually the lead advance agent) who establishes liaison with local police intelligence, He may be tasked with conducting a threat investigation during the advance. He assures all intelligence information is coordinated and disseminated to the protective detail. The intelligence advance is an operational function.

- i. **Security Perimeter**
 - i. A working protective detail that involves the placement of any of the following: security personnel alarms, barricades, other devices to provide physical protection, and surveillance and intelligence information within a certain area.
- j. **Security Post**
 - i. A part of the protective detail's security network. Posts may be fixed or mobile and generally consist of three types: checkpoint surveillance, or special.
- k. **Security or Down Room**
 - i. A room generally located adjacent to the command post which serves as a rest area for agents not standing post. Agents utilizing the security room are not "off duty" and should be ready to react to any emergency. The security down room is a working office.
- l. **Site Survey**
 - i. The investigation and resultant plans regarding security for a given location. Generally this involves all the security measures to be used at a location during a visit by the protectee. The site survey follows a formalized format and is updated as needed. It includes the REACT plan for a specific site (hotels, banquet halls, dinner locations).
- m. **Protective Detail**
 - i. An individual or group of individuals assigned to protect a person.
- n. **Limousine**
 - i. The vehicle in which the protectee rides. It should be driven by an agent thoroughly familiar with the entire geographic area.
- o. **Follow Car**
 - i. A security vehicle driven directly behind the protectee's car. This vehicle acts to protect the protectee from any harm and is occupied by security agents. It is equipped with numerous different pieces of equipment and functions as the protectee's vehicle if the limousine breaks down and no spare limousine is available.
- p. **Lead Car**
 - i. Travels directly in front of the protectee's limousine. Protects the limousine from the front and carries security agents. It is the scout vehicle for the motorcade. Can be a police vehicle. Acts as a spare limousine in the event the limousine breaks down.
- q. **Pilot Car**
 - i. Usually, a Marked police vehicle. It precedes the motorcade by approximately five minutes. It scans for obstruction, dangers, and problems the motorcade may encounter. Should always know the primary and secondary routes the motorcade will take, and should be in direct communication with the motorcade.
- r. **Police Lead Vehicle**
 - i. Generally, marked police vehicle(s) (sedan or motorcycles) which precedes the motorcade and provide traffic control for the motorcade. Should contain an agent for communication's purposes.
- s. **Motorcade**
 - i. A formally organized group of motor vehicles travelling along a specified route in a controlled manner.
- t. **Route Survey**
 - i. The selection of a primary and secondary route of travel for the protectee and the measures taken to secure the route.
- u. **Explosive Ordinance Disposal (EOD)**
 - i. Usually, military personnel assigned to search areas/objects for explosive devices. EOD personnel are highly trained in the field of explosives and shall be called upon to render safe any items found which may possibly be a bomb. EOD ,military personnel are assigned to a protective detail for the duration of the details. EOD personnel may also be obtained from local/state police agencies. Police EOD personnel are generally known as BOMB TECHNICIANS or the BOMB SQUAD.
- v. **EOD Sweep**
 - i. The searching of an area/object, by EOD personnel, looking for explosives.
- w. **Security Engineer Officer (SEO)**
 - i. Individuals who are trained in technical security matters ranging from intrusion

- alarms to closed circuit televisions. A SEO is part of and assists protective details regarding technical security.
- x. **Tactical Vehicle**
- i. Generally, a sedan or van which travels in the motorcade to provide more firepower and agents for a high threat detail. This vehicle is usually behind the following car to engage any ambush the motorcade encounters so the limousine may escape. A tactical team is made up of agents; local/state police or a combination of the two.
- y. **Counter Surveillance**
- i. Attempts to determine if the protectee and his security detail are being surveilled by any individual or group for purposes of intelligence collection.
- z. **Protective Intelligence**
- i. The gathering and analysis of any information that may impact on the security of the protectee. This information is generally obtained in three ways: direct investigation/collection; liaison with local/state police intelligence divisions; liaison with other government agencies.
- aa. **Press Pen**
- i. The area at a site which is generally roped off and is only for press personnel holding valid press credentials. Generally, area is generally close to the protectee and must be monitored closely by security agents.
- bb. **Press Agent**
- i. Agent assigned the task of monitoring the press after they have been “swept” by EOD. This agent also insures that only press personnel with the proper credentials are admitted to the press pen.
- cc. **Spare Limousine**
- i. The vehicle designated as the replacement vehicle for the primary limousine. In a standard motorcade the spare limousine is usually the lead vehicle. In a formal, high threat motorcade a specific spare limousine may be designated. The spare limousine is positioned directly in front of the primary limousine. The spare limousine is usually driven by an agent.
- dd. **Agent in Charge (AIC)**
- i. The agent who is ultimately responsible for the operation of the protective detail. This agent is usually a veteran agent who is experienced in all phases of security.
- ee. **Concentric Rings of Security**
- i. The rings of security set up around the protectee. The minimum coverage around a protectee at each site should be there (3) circles. An inner, Middle and outer ring make up the three circles. The inner ring should consist of agents only. The middle ring should consist of a combination of agents and local plain clothes law enforcement. The outer ring should consist of local law enforcement only.
- ff. **Motorcade Agent**
- i. Agent assigned to coordinate the organization of the motorcade. This agent is responsible for “setting up” the motorcade at each site and for the motorcades’ route security. Motorcade agents are used during large, high threat details or when many motorcades will be at one site simultaneously.
- gg. **Tactical Team**
- i. See definition under tactical vehicle. Also known as counter assault team.

Module 5

CONCENTRIC RINGS OF SECURITY OR SECURITY PERIMETERS

1. INTRODUCTION

- a. In order to protect an individual, secure areas, bordered by a Security Perimeter, must be established.
- b. Three secure areas should be established around a protectee at each site. The perimeters are then broken down into three concentric rings of security, known as the:
 - i. **Inner perimeter;**
 - ii. **Middle perimeter; and**
 - iii. **Outer perimeter**
- c. Each perimeter allows a progressively smaller number of people through it.
- d. These three rings allow for effective filtering. If someone slips through the outer ring, detection occurs at either the middle or inner ring.
- e. Formation of the perimeter is dependant upon the threat, manpower, and resources available to a protective detail.

2. ACCESS INTO SECURITY PERIMETERS

- a. ***The Inner Perimeter***
 - i. The inner perimeter is directly around the protectee. It should be staffed by protective detail agents only. This is the most restrictive of the three rings and should always be staffed first. Only those individuals with a personal need for access to the protectee are allowed inside, (i.e. a protocol official, staff aid, or family member).
- b. ***The Middle Perimeter***
 - i. The middle perimeter is around the inner perimeter and is staffed by detail agents not in formation or local, plain clothes security or police officials. Only those people who need to be in the same proximity as the protectee should be permitted access (i.e. agents in the lead car, protective intelligence agents, EOD technicians, embassy officials or protectee's staff). The middle ring should be staffed as per provision is made for the inner ring. Do not spread the detail thin.
- c. ***The Outer Perimeter***
 - i. The outer perimeter is the first line of defence. Farthest from the protectee, it is usually staffed by local police or security officials. Only those people who need to be at the site are given access, (i.e. SWAT, embassy staff, drivers, and uniformed police officials).
- d. ***Security Perimeter Checkpoints***
 - i. At each security perimeter, a check point should be established to ensure proper access.
 - ii. Screening at the check point can be as restrictive as requiring a person:
 - (1) Provide positive identification;
 - (2) Submit to a name check through police records or a visitors list; and/or,
 - (3) Undergo a search by a walk-through or hand-held metal detector.
 - iii. At each site the advance agent determines both where the security checkpoint should be and its screening process. He determines this based upon:
 - (1) Manpower available
 - (2) The threat to the protectee
 - (3) The amount of persons or press expected at the function; and
 - (4) protocol considerations when diplomatic functions are planned
 - iv. At each site the advanced agent should arrive to establish all three rings. However, when manpower resources are thin, embassy staff or contract guards could be used to check names or invitations at the outer perimeter.
 - v. It is important for everyone working in security perimeters, as well as those specifically assigned to the protectee's Security detail, to know whose work necessitates their involvement with the protectee.

- vi. Identification media are used to assist a protective detail in recognizing those who have access to the area where the protectee will be. This identification media can be either permanent or temporary and should be controlled by a member of the Protective detail.
 - vii. Permanent media (lapel pins) are worn by members of the protective security detail.
 - viii. Temporary lapel pins or photo IDs have other security features, such as being of different colours or shapes to identify those persons having access to the respective rings.
 - ix. Other types of identification media are issued for:
 - (1) the press corps
 - (2) embassy staff
 - (3) motor vehicles; and/or
 - (4) protectee's staff travelling with him or her.
 - x. All forms of identification should be backed up with a formal guest list, and names checked off by staff member of the Security detail.
 - xi. Pins and identification should be used only once.
 - xii. Identification media psychologically affects unauthorized persons wishing access to the protectee.
 - xiii. The advance agent should be responsible for the issuance of ID systems and have an exact account of who has been issued appropriate ID. When in doubt, request additional identification or have someone verify their presence in the security ring.
 - xiv. Check point personnel should be briefed on identification systems for access control.
- e. **Security Perimeters and Barricades**
- i. There are common physical barriers around us whose functions are often taken for granted in everyday life but which provide integrity to our three rings of protective security.
 - (1) **Permanent Barricades:**
 - (a) walls
 - (b) fences
 - (c) landscapes
 - (d) water
 - (e) buildings;and
 - (f) plants-bollards
 - (2) **Temporary Barricades:**
 - (a) stanchions
 - (b) ropes
 - (c) chains
 - (d) police lines (and either wooden or French barricades);
 - (e) tape
 - (f) room dividers, drapes and furniture;
 - (g) barbed or razor wire
 - (h) vehicles and
 - (i) jersey barriers.

3. SECURITY FOR THE PROTECTEE IN RESIDENCE

a. **General**

- i. The protectee should be most secure when in residence.
- ii. There the protective detail has the greatest opportunity to control the environment. This is accomplished through the use of security rings, combined with agents posted, physical security hardware, electronic alarms and a general familiarity with the area surrounding the residence.
- iii. While the protectee is in residence, posting needs to be assigned so that all avenues of access to the protectee are secured by the detail.
- iv. It is at the residence that the protective detail may be supplemented with physical barriers, alarm systems, and electronic equipment on a permanent basis.
- v. The system deployed should be unobtrusive to allow the protectee privacy as well as security.
- vi. There should always be one member of the protective detail at the residence on a 24- hour- basis to monitor alarms and ensure authorized personnel access while preventing unauthorized delivery of goods or services.

- vii. This posting is called the command post or residence watch and should be maintained even when the protectee is away.

b. ***The Command Post***

- i. The command post or residence watch is self-contained room in the protectee's residence which serves as the inner perimeter ring.
- ii. This room should be close enough to the protectee's living area to allow an agent or agents the ability to monitor effectively the residence and respond to an emergency on a moment's notice.
- iii. Consideration should be given to placing the command post near an avenue most likely to bring danger, yet far enough away to provide some privacy to the protectee.
- iv. If the residence does not allow for a command post due to space considerations, then an alternative command post could be set up in the garage, a motor home or a camper trailer located next to the residence.
- v. Wherever located, the command post can act also as a down room for detail members not standing post.

vi. **The Command Post / Residence Watch**

- (1) The command post/residence watch has dual responsibilities:
- (a) It acts as the communications and operations centre for the Protective detail.
 - (b) Maintains communications with the protective detail and keeps a log of all events that occur.
 - (c) Continuously monitors radio and telephone traffic and knows the protectee's exact location in an emergency.
 - (d) Provides emergency assistance by telephoning police or security headquarters and, in the event of an injury medical personnel.
 - (e) Serves as a clearing house for information that needs to be passed to the detail or protectee.
 - (f) Maintains all reserve equipment in good working order (i.e., shoulder weapons, rear gas, radios and other communications equipment).
 - (g) Agents at the command post maintain the security of the protectee's residence.
 - (h) Monitor alarms and electronic equipment.
 - (i) Investigate breeches of security
 - (j) Maintain liaison with police or security officers posted at the protectee's residence.
 - (k) Screen all visitors to the residence by:
 - (i) Verifying names, either through an access list or the protectee's staff.
 - (ii) logging all visitors;
 - (iii) escorting all visitors to the residence; and
 - (iv) screening all packages or deliveries to the residence and verifying the sender.
 - (l) Check perimeter of the residence with CCTV or roving patrol.

(2) **Command Post Equipment :**

- (a) CCTV
- (b) alarms
- (c) telephone
- (d) log book
- (e) portable base stations;
- (f) map(s) of the area
- (g) collage - of protectee and ID systems;
- (h) weapons - the Uzi and the shotgun;
- (i) fire extinguisher and batteries;
- (j) tear gas and gas masks, have one for the protectee; and
- (k) portable magnetometers (hand-held metal detectors).

c. ***The Safe Haven***

- i. Another room in the residence within the inner perimeter of security is the safe haven.

- ii. This room provides temporary refuge to the protectee and family when additional time is needed for police or security personnel to respond to the residence under attack.
- iii. **Safe Haven Characteristics**
 - (1) When identifying a room in the residence as a safe haven, the following factors should be considered:
 - (a) **Accessibility**
 - (i) The protectee should not be exposed to additional danger while moving to the safe haven. If possible this room should be the master bedroom.
 - (b) **Ability to Secure**
 - (i) Applies to both the safe haven and its route.
 - (c) **Ability to Defend**
 - (i) The safe haven should be within an established realistic perimeter which the protective detail can defend. It also should have a tactical advantage, i.e. high ground.
 - (d) **Ability to Communicate**
 - (i) The command post or headquarters must be accessible, a panic switch should be located in the safe haven in case of an emergency to alert local police.
 - (e) **Ability to Escape**
 - (i) If perimeter rings are compromised, there must be an escape route.
 - (f) **Ability to Hold**
 - (i) With appropriate equipment and supplies, the safe haven should be able to hold for 15 to 60 minutes while under siege.
 - (2) The safe haven should be reinforced with physical security hardware and have an alternative emergency exit.
 - (3) Its door should be 1 3/4" solid wood core, backed with 3/16" mild steel or aluminium.
 - (4) All windows should be grilled.
 - (5) The door should swing outward and all hinges should be pinned or welded to prevent removal.
 - (6) The door frame should be at least two inches thick and securely fastened to the wall.
 - (7) Its door should have two dead bolt locks at least 12 inches apart and a drop bar for securing.
 - (8) The safe haven should contain emergency communications i.e., telephone and radio, a fire extinguisher, water and emergency lighting.
 - (9) The safe haven is considered to be the core of the inner perimeter ring.

4. **THE MIDDLE AND OUTER PERIMETER**

a. **General - Middle Perimeter**

- i. The middle perimeter is the space between the residence and the outer perimeter wall known as the stand-off zone this area gives the protective detail a margin of safety to work in if an attack is made on the residence.
- ii. It also provides a clear area of fire in under attack.
- iii. Usually protected by agents standing at posts located at opposite corners of the residence, it provides 360-degree coverage.
- iv. This area can also be protected by CCTV's infra red alarm system and protective lighting.
- v. The protective detail should conduct a physical security survey of the residence to enforce it.
- vi. The agent-in-charge of the detail should:
 - (1) meet with the protectee
 - (2) discuss the physical security of the residence;
 - (3) provide a written report describing the current security status of the residence; and,

- (4) provide a list of recommendations to upgrade residential security.
- vii. The cost of security upgrades to the residence may be paid by the government or, possible the protectee.
- b. **General - Outer Perimeter**
- i. The Outer Perimeter is the area outside the wall or, fence surrounding the protected's residence.
- ii. This wall should have an access point for vehicles and visitors where screening should be conducted by a guard or member of the protective security detail.
- iii. It is possible that a member of the security detail need only be at this post when the protected is in residence, at other times it should be manned by a guard or police officer.
- iv. The perimeter post should have radio and telephone communications with the detail in order to ensure the gates are opened for arrivals and departures of the protective security motorcade.
- v. There should also be an alternative gate in the perimeter wall for emergencies.
- vi. The outer post provides eyes and ears to the protective security detail outside the perimeter wall.
- vii. Suspicious persons, vehicles or incidents outside the outer perimeter wall should be reported to the detail.
- viii. Other security- related considerations of the outer perimeter post should be:
- (1) Survey's of buildings whose occupants have a view of the protected's residence;
 - (2) counter-surveillance of the neighbourhood and routes taken from the residence;
 - (3) identities of neighbours and a list of their vehicles; and license plates; and supporting police perimeter patrols (before arrivals and departures).
5. **SECURITY PERIMETERS AT AN OFFICE**
- a. **General**
- i. The next location where a protected should feel secure is at the office which may be located in a government or privately-owned building.
- ii. To ensure proper security procedures are in effect at this location as well, establish three concentric rings of security.
- iii. Create a command post and safe haven.
- b. **The Inner Perimeter**
- i. In the inner perimeter area, there should be a post manned by members of the protective security detail to screen visitors and secure all avenues of access to the protected.
- ii. Again, the staff of the protected, screened visitors, and co-workers are the only ones considered to have access to the inner perimeter.
- c. **Middle Perimeter**
- i. At the protected's office, the middle perimeter is the area between other offices, both adjacent and above and below.
- ii. Also, if a garage exists under the office space, the protected's motorcade should be secured in that area while the protected is in the office.
- d. **Outer Perimeter**
- i. The outer perimeter is the building's lobby where both the elevator banks and steps to the protected's office are located.
- ii. All persons having access to the building should be properly identified and screened before being allowed into the building.
- iii. A permanent, photograph-identification card system should be implemented for building employees to ensure unauthorized persons not be allowed inside.
- iv. A police officer or guard should be posted at the entrance into the building and have communications with the protective security command post.
- v. All suspicious persons, packages or vehicles in the area should be reported.
- vi. Local police patrol, both in vehicles and on foot, should be implemented around the protected's building.
- vii. The police should also patrol the area before the protected's motorcade arrives or departs the office building.
- viii. If possible, different entry and exit doors to the protected's office should be used by

the detail.

- ix. A counter surveillance team should be assigned to check on an irregular basis the area of the protected's office.

6. HOTEL SECURITY

a. **General**

- i. When the protected is travelling, the advance agent should ensure that the three rings of security are established at hotels where the protected is temporarily residing.

b. **Inner Perimeter**

- i. The inner Perimeter is the room, suite or floor where your protected is residing.
- ii. The inner perimeter should also extend to the hotel rooms adjacent, above and below the protected's in which staff or other detail members would reside.
- iii. Access to the protected's room should be granted to staff members, screened visitors and cleared hotel personnel who are escorted by either a member of the staff or protective security.
- iv. A temporary identification system must be employed, and the advanced agent should obtain an approved list of hotel employees that has access to the protected.
- v. Depending on the circumstances and location of the protected, there should be a post which allows the detail to screen visitors and prevent unauthorized access to the protected's floor.
- vi. The advance agent should conduct a survey, prior to the protected's arrival to ensure all stairwells and elevators are controlled and all avenues of access are secured.

c. **Middle Perimeter**

- i. At a hotel the middle perimeter is the area beyond the inner-perimeter rooms and floors. The temporary command post should be set up near the protected's room. (This will be covered in the advance portion of this course in more detail).

d. **Outer Perimeter**

- i. The outer perimeter could be either the lobby of the hotel or hotel property if located on a compound where security is provided.
- ii. The area around the hotel could be secured by local police officials during the protected's stay, depending upon the threat directed at the protected.
- iii. Hotel security will be further discussed under the advanced section of this course.

Module 6

PROTECTIVE SECURITY FORMATIONS / TACTICS AND SPECIAL SITUATIONS

1. DEFINITION AND PURPOSES

- a. When walking with the protected, the location of the agents surrounding the protected resembles a diamond configuration.
- b. The diamond formation provides close-in body cover for the protected by stopping attackers who either penetrate outer perimeters or conduct random attacks.
- c. The formation always moves with the protected when outside a secured location.

2. FORMATION GUIDELINES

- a. As a general rule, agents in walking formation should try to stay within arm's length of the protected.
- b. Each agent must always cover his/her sector of responsibility, The detail is striving toward 360 degree protective coverage around the dignitary.
- c. The type of formation employed will be dependent upon:
 - i. Manpower availability - (the number of available agents determines the type of formation utilized, i.e 1-6 agent details.)
 - ii. The protectee's wishes and the proximity to potential threats
- d. The primary duty of an AIC is to remain closest to the protected to provide immediate body cover should an attack occur.
- e. The site advance agent leads the detail.
- f. The shift leader is toward the rear of the diamond and ensures the integrity of the formation.
- g. He/she accomplishes this by providing all tactical guidance to the detail. This ensures the agents are in their right location and any potential gaps are covered.
- h. Agents should be in good physical condition to protect themselves as well as the protected.
- i. Think of what your reactions will be in a crises situation. Be prepared by playing the mental preparedness game of "what will I do if..."
- j. Be prepared to change formation if an agent has to drop out or if the situation dictates. (Diamond is Flexible)
- k. By using peripheral vision or glancing back and forth, an agent should always be aware of the protected's location. Remember to:
 - i. Watch your specific area of coverage;
 - ii. Remain alert; and
 - iii. Watch for hazards other than attacks (i.e. wet or slippery floors, cracked pavement, steps, etc.)
- l. Team work is crucial.

3. DIAMOND FORMATION CHARACTERISTICS

- a. **General**
 - i. Usually, there will be others inside the formation. i.e. protected's aides.
 - ii. Formation will conform to the environment.
 - iii. Congested area requires tight formation
 - iv. Open area may be loose formation.
 - v. The formation must be close enough to protected to thwart attack.
 - vi. The diamond formation is normally used while walking.
 - vii. It must adapt its size to changing threat conditions and environmental restrictions.
 - viii. The smoothness of a detail is directly related to each agent knowing his/her place in the diamond and requisite areas of responsibility.

4. AGENT COMPOSITION WITHIN PROTECTIVE FORMATIONS

- a. **One Agent:**
 - i. A one agent detail is the AIC only.
 - ii. Must provide 360-degree coverage.
 - iii. This is an escort detail.
- b. **Two Agents.**
 - i. Two agent detail is AIC and advance agent.

- ii. Each agent has responsibility for 180-degree coverage.
 - iii. The advance agent is the site leader and leads the walking formation.
- c. **Three Agents (Wedge)**
- i. Three agent detail is composed of the AIC, advance agent (ADV) and a special agent, usually the shift leader (SL).
 - ii. Each agent provides 120-degree coverage.
 - iii. The wedge is frequently used in congested areas.
- d. **Four Agents (Simple Diamond)**
- i. For agent detail is the AIC, ADV, SL and left rear (L.).
 - ii. Equal coverage of 120-degrees for the ADV, SL and L..
 - iii. The AIC is concerned with the protectee only. This is the first formation where the AIC is afforded 100% concentration on his role of close-in-body cover.
- e. **Five Agents (Diamond)**
- i. The five agent detail is the AIC, ADV, SL, L. and right rear (RR).
 - ii. Each agent provides 90-degree coverage.
 - iii. Again, the AIC covers the protectee only.
 - iv. This is the first formation with flexibility.
 - v. The agents can adjust to various formations based on the environment, i.e. an "H" or "box"
- f. **Six Agents (Extended Diamond)**
- i. AIC, ADV, SL, L., RR and a special agent, either the Well (W) or lead right front (RF), make a six agent detail.
 - ii. Each agent provides 72-degree coverage with the AID covering the protected.
 - iii. The six agent diamond allows even greater flexibility.
- g. **A Defensive Circle**
- i. This formation is used in emergency situations where it is necessary to move the protected through a crowd while maintaining formation integrity.
 - ii. All agents, except AIC, face outside and link their left hand to the agent's belt on their left side.
 - iii. AIC steers protected in desired direction.
 - iv. Shift leader will call command as to when to use this procedure.
5. **AGENT REACTIONS TO AN ATTACK ON THE PROTECTEE**
- a. In case of attack, the following should take place:
- i. **SOUND OFF:**
 - (1) The first agent perceiving an attack should alert the others by shouting the method and direction of the attack.
 - (2) Use the CLOCK METHOD to determine where the threat is.
 - (3) The protectee's direction is always twelve o'clock
 - (4) The clock method gives a better idea to all members of a detail as to the location of the threat.
 - (5) Calling right or left is too general and may result in agents being confused as to the direction.
 - (6) Agents can react and sound off simultaneously.
 - ii. **COVER**
 - (1) The agent nearest the attacker must neutralize the offender.
 - (2) Only use the minimum number of agents necessary to subdue an attacker.
 - (3) The other agents in the detail should "cave-in" on the protected to provide body protection.
 - (4) The AIC lowers the protected by grabbing his belt and making the protected's knees buckle slightly. **Be careful not to knock the protected of his feet.**
 - (5) If a vehicle is in the proximity, it is brought up and the protected literally shoved into its back seat with the AIC on top of him.
 - (6) If possible, allow local law enforcement officials to arrest attackers. Making an arrest drains the detail of its manpower.
 - (7) Agents first responsibility is to protect the protected, not help fellow agents, until the protected is safe.
 - (8) This procedure defends against a SECONDARY ATTACK! The first attack

may be a diversion.

iii. **EVACUATE**

- (1) Move the protected to a safehaven with the entire detail.
- (2) Evacuate in the direction OPPOSITE from where the attack was first called.
- (3) This will ensure that everyone is covering to the correct side and not pulling the protected in a different direction. The AIC's body should be between the protected and the attacker.
- (4) This-opposite-direction-requirement applies only until the protected is out of immediate danger or the kill zone.
- (5) The protected is then moved, as quickly and calmly as possible, to the closest safehaven.
- (6) Be alert for the possibility of a secondary attack.
- (7) Once the protected is in a safehaven either evacuate, if the safehaven is a vehicle, or set up a defensive perimeter around the safehaven using agents from the walking formation, and / or any other security available.
- (8) **REMAIN CALM! KEEP A LEVEL HEAD!** In the confusion, **DO NOT DROP YOUR GUARD** but anticipate a second attack.
- (9) Once you arrive at a safehaven, do not assume the attack is over. Be prepared for the next attack.
- (10) Keep your calm while staff, press etc. are losing theirs.

6. **MEDICAL EMERGENCY**

- a. Drivers must be familiar with emergency routes to hospital.
- b. AIC is decision maker as to whether or not to evacuate to hospital.
- c. Recommended AIC enter rear of limousine with the protectee to perform any emergency safehaven procedures.

7. **SPECIAL SITUATIONS**

a. **General**

- i. Special events such as greeting ceremonies, speeches, banquets, etc., require flexibility in the standard walking formations.
- ii. In addition, physical layouts may preclude maintenance of a strict moving formation, such as climbing stairs or using escalators or elevators.
- iii. A thorough advance is crucial.

b. **Revolving Doors**

- i. If at all possible, avoid leading the protectee through a revolving door.
- ii. The advance agent should have the revolving door folded into an open position or use another door to prevent entrapment of the protectee.

c. **Receiving Line**

- i. The advance and left rear agents watch persons entering the line.
- ii. The AIC, with the assistance of the shift or right rear agent, observe persons greeting the protectee.
- iii. The right front or well agent observes the crowd that has passed by the protectee.
- iv. Additional agents (pre-posts) should be placed at entrances to the room.

d. **The Fence Line**

- i. This line occurs where a crowd gathers behind a barricade, fence, or stanchion, to greet the protectee.
- ii. There is always the possibility of an unstable individual entering a crowd (example of what happened to President Reagan).
- iii. If well-wishers become overzealous when shaking hands, use a thumb break.
- iv. **REMEMBER TO WATCH THE CROWD'S HANDS.**
- v. Agent placement for a fence line:
 - (1) Shift leader and AIC remain behind left and right shoulders of protectee.
 - (2) The advance continues in the direction of the protectee's travel.
 - (3) Any time a protectee is facing or greeting a crowd, one agent, either right rear, left rear or well agent must be placed in the second row moving parallel to the protectee.
 - (4) The agent working the second row will conduct obvious surveillance. This way, if someone is hiding they will be intimidated. If not, the agent is in a position to react if the attacker draws a weapon.

- (5) It is paramount that the second row special agent remember to SOUND OFF!
 - (6) If it is not possible for an agent to move with the protectee, then several pre-posted second row agents should be assigned responsibility for small areas of the crowd before the protectee arrives.
- e. **Crowd Control**
- i. **Friendly Crowds**
 - (1) A friendly crowd will probably remain friendly and orderly if it is granted as much freedom and as many privileges as the protective situation will permit.
 - (2) The use of uniformed officers has a strong psychological impact.
 - (3) Agents posted should not become involved in conversations, express opinions, or otherwise become involved in disputes or grievances of the crowd.
 - (4) The agent's job is to scan the crowd for an individual who stands out because of his/her actions or appearance, i.e., acting nervous, cold fixed stare.
 - ii. **Unfriendly or Hostile Crowds**
 - (1) Do not let their message deter you from your task.
 - (2) Thrown objects should be batted down.
 - (3) If it appears the crowd may get out of control, the SL will direct the detail to close in on the Protectee and evacuate.
 - (4) If a suspicious person is seen in the crowd, an agent should stand between that individual and the protectee until the protectee passes by.
- f. ***Banquet, Speech or Press Conference.***
- i. If possible, the AIC should accompany the protectee onto the stage.
 - ii. The advance agent should arrange for seating.
 - iii. **Agent Placement:**
 - (1) Entrance/exit of the stage;
 - (2) Backstage, if there is access to public areas;
 - (3) Front of stage; and
 - (4) back of the auditorium behind the audience.
 - (5) Additionally, agents should be in the:
 - (a) Balcony;
 - (b) projection booth; and
 - (c) second row (either seated or standing.)
- g. ***Stairways / Escalators.***
- i. Cover the sides and top by having an advance agent move to the top of the steps before the protectee, depending upon the protectee's direction of travel.
 - ii. Make sure one is parallel to the protectee on steps.
 - iii. Stop access to the rear by placing a special agent at the foot of the steps.
 - iv. Keep 360-degree coverage around the staircase.
 - v. If the protectee has to mount a formal staircase alone:
 - (1) The top and bottom must be covered by other special agents, while the agent-in-charge walks behind the protectee out of camera sight.
 - (2) The advance and right rear agents are posted at the top of stairway; and, the shift leader and left rear agent are posted at the bottom.
- h. ***Elevators.***
- i. If possible, the advance agent should reserve the elevator ahead of time.
 - ii. If not reserved:
 - (1) The protectee should walk into the far corner with agents blocking other passengers;
 - (2) Recommend the detail enter/exit as shown; and
 - (3) the advance agent is the last to enter and the first to get off the elevator.
- i. ***Walking Moves***
- i. Occasionally, you will find a protectee who likes to go for extended walks either between movements or in the evening.
 - ii. These walking movements require slight adjustments to the diamond formation.
 - iii. The purpose of the walk may be to give the protectee a little privacy.
 - iv. The AIC must try to accommodate this need while still providing essential coverage.

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- v. Normally, the advance agent will be in the lead, followed by the remainder of the diamond except when;
 - (1) one agent walks on the opposite side of the street to observe the detail; or
 - (2) the shift leader requests agents move up or drop back to provide a more relaxed atmosphere for the protectee.
 - vi. The Limousine and/or follow car will trail approximately one block behind the party, keeping the detail in sight at all times, for emergency evacuation.
8. **REMEMBER**
- a. The size and type of formation used will depend on available manpower, the threat level against the protectee and environment surroundings. In case of an attack while in any formation, the essential job of the agents on protective detail is to
 - i. **SOUND OFF;**
 - ii. **COVER; AND**
 - iii. **EVACUATE.**
 - b. **THE PROTECTIVE AGENTS PRIMARY FUNCTION IS TO ENSURE THE PROTECTEE'S SAFETY - NOT APPREHEND ATTACKERS**

Module 7

ADVANCE AGENTS, SITE SURVEYS AND “QUICK ADVANCES”

1. INTRODUCTION

- a. Advance agent or several agents comprising an advance team make preliminary security arrangements at sites to be visited by a protected.
- b. One or more advance agents will conduct a physical site survey for each location prior to the visit of the protected. The advance agent will identify areas requiring security upgrades so that the visit of the protected progresses smoothly and safely.
- c. The purpose of a written site survey is to ensure that members of the detail are aware of all security arrangements prior to the actual visit.

2. THE DUTIES OF ADVANCE AGENTS

- a. Advance agents plan security arrangements for any and every place the protected might visit. Some examples are:
 - i. The protected's residence, whether,
 - (1) Private (personal residence)
 - (2) Rented (hotel room or house)
 - (3) Foreign government property (embassy or ambassador's residence),
 - ii. Restaurants,
 - iii. Government buildings
 - iv. Airports
 - v. Recreational facilities, etc.,
 - vi. All other locations the protectee will visit.
- b. Advance agents should survey sites one to two days prior to scheduled activities.
- c. The agent should inquire of any adverse intelligence or any credible threat information and take appropriate action.
 - i. Has the advance team encountered any difficulties or anti-government sentiment?
 - ii. Is the host country security/law enforcement community forthcoming with threat information and is it in their interest to do so?
 - iii. Were there problems on previous trips?
- d. Advance agent assigned to high threat and or high profile visits may begin their work weeks or months in advance.
- e. On large details, that are likely to contain lengthy or complex motorcades, an agent may be assigned to the advance team for the sole purpose of arranging for secure motorcades. This advance agent is known as the Motorcade Agent.
- f. When an advance team of three or more agents is used one agent will be designated as the Lead Advance, the other agents on the team will be designated as Site Advance Agents.
- g. **Lead Advance Agent**
 - i. Ultimately responsible for all sites to be visited and coordination of all activities of the team.
 - ii. Supervises the agents on the advance team.
 - iii. Liasons with protectee's staff, various local police and civic officials regarding the arrangements for the visit.
 - iv. In the absence of an assigned motorcade agent the lead advance agent will coordinate motorcade operations.
- h. **Site Advance Agent**
 - i. Coordinates all security arrangements particular to an individual site.
 - ii. Previous to visit, submits written site survey to the lead advance/AIC
 - iii. Meets the detail curbside on arrival and leads the detail through the site.
 - iv. The site agent(s) should be at the site at least one hour prior to the protectee's arrival and remain until the protectee departs.
 - v. Circumstances may dictate an advance agent to proceed to the next site to be visited by a protectee shortly after the arrival of the detail.
 - vi. It is essential the advance agent briefs members of the detail on site information

prior to departing.

3. ELEMENTS OF AN ADVANCE AND OF SITE CONSIDERATIONS

a. **General**

- i. At each site, the advance agent must balance the level of security necessary to safeguard the protectee with the protectee's desire to conduct his business unimpeded.
- ii. When meeting with officials at a given site (whether security or management), the advance agent should remember that regardless of how important the request for assistance may seem to him/her it is essential that he/she never demands anything.
- iii. A prudent advance agent will know when to "give in" for the good of the visit.
- iv. Given time to conduct a thorough advance, the advance agent has several basic questions to answer and many small details to consider in order to plan for appropriate security arrangements.
- v. The advance agent's responsibility for a given site begins when the protectee departs his/her previous location en route to the site.
- vi. That responsibility does not end until the protectee leaves the site.

b. **Considering the Approach to the Site.**

- i. Consider its geographical location (address of the site).
- ii. Plan the primary and secondary routes to and from the site (to include emergency departure).
- iii. Be aware of travel time and distances to and from the site.
- iv. Consider scheduled arrival and departure times of the protectee (duration of stay).
- v. Know the location, routes, and telephone numbers of the nearest police and fire stations, for use as a safe haven, and the nearest hospital in the event of a medical emergency.
- vi. Be aware of other scheduled events that could interfere (e.g., rush hour traffic, parades, demonstrations).

vii. **External Considerations**

- (1) Know primary and secondary routes of access and egress.
- (2) Plan the staging area for motorcade.
- (3) Satisfy barricade requirements.
- (4) Restrict access of the public to the entrances
- (5) Removed parked cars in immediate vicinity
- (6) Provide outside posts for security
- (7) Plan location of "stash car"

viii. **Internal Considerations**

- (1) What will the protectee do once she/he arrives at the site?
- (2) What is planned by/planned for the protectee at the site?
- (3) Will there be a "meet and greet" at the curbside?
- (4) Determine the path of the protectee from curbside to destination?
- (5) What is the purpose of the protectee's visit?
- (6) Where else within the site might the protectee visit?
- (7) Be familiar with floor plans (entrances, exits, elevators, roof access, Basement fire escape).
- (8) Be versed on elevators (capacity, last inspection, operator key)
- (9) Establish the location of all stairways to be used as an alternative to elevator(s)
- (10) Be familiar with seating arrangements (protectee, agents).
- (11) Be informed about guests (number, identification, the screening procedure and by whom).
- (12) Distinguish press I.D.s (number, type, screening procedure and by whom).
- (13) Obtain room lists and list of other scheduled activities on the floors above and below.
- (14) Obtain a master key.
- (15) Know location of all rest rooms
- (16) Establish location of holding room with telephone.
- (17) Establish location of command post and telephone number.
- (18) Will all agents enter the site?
- (19) Establish location of down room for agents.

- (20) Considerations towards the establishment of "CONCENTRIC RINGS OF SECURITY"
- (21) The Advance Agent should consider the following requirements:
 - (a) What are the times for security posting, number and location of posts?
 - (b) What is the role of local Security (private, police or military)?
 - (c) What are the times for EOD and technical sweeps?
 - (d) Are there rope stanchions for crowd control?
 - (e) Identification System (Who will distribute pins and when?)
 - (f) What information (i.e. guest list) will be needed by the person, staff members or agents manning a check point?
 - (g) Are magnetometers or walk-thru-detectors needed?
 - (h) Who will name checks of regular employees and outside hires?
 - (i) Are there plans for traffic control around building?
 - (j) Is there coverage of high points around building?
 - (k) Is there a plan for emergency helicopter evacuation - where and whom? Is a landing zone (LZ) available and has the crew flown into it?

4. ESTABLISHING EMERGENCY REACTION PLANS

- a. Supporting law enforcement personnel should be briefed on all reaction plans.
- b. **Hospitals**
 - i. For reacting to a Medical Emergency identify the location of hospitals in the area.
 - ii. Thoroughly survey each to establish which hospital will be closest and best equipped to handle a particular medical emergency.
 - iii. Detailed Hospital Survey:
 - (1) Routes, travel times, distances, location of emergency room.
 - (2) Choice of Hospitals at any site.
 - (3) Availability of twenty-four-hour emergency facility.
 - (4) Emergency ambulance service, medical technician capabilities and response time in both normal and rush hour.
 - (5) Neurosurgical, cardiac, shock/trauma capabilities; Location of emergency entrance; Emergency room number and a contact name, and a hospital survey check list for each facility.
 - iv. On completion of the hospital survey:
 - (1) Furnish medical profiles (blood types and unusual medical problems) of protectee and spouse to the chief resident physician.
 - (2) Request blood be available for protected/spouse; and, coordinate with hospital security to establish pre-determined site security procedures.

5. REACT FOR AN ATTACK

- a. Know the location and telephone number of the nearest police station.
- b. Choose a safe haven within the site.
- c. Establish the best route to the safe haven from various areas within the site.
- d. Establish the best route to the stash car from various areas within the site.
- e. At the site, examine possible repositioning of the limousine to make it a viable option as a safe haven.
- f. Establish and locate primary and secondary evacuation routes.
- g. Consider all possible types of attacks that could be employed and establish your react plan accordingly.
- h. **React to Fire Emergency:**
 - i. Where is the nearest fire extinguisher?
 - ii. For what type of fire is it intended?
 - iii. What is location of all fire exits?
 - iv. Are fire exits operable?
 - v. Does the building have a local fire alarm system?
 - vi. Where is the nearest fire station?
 - vii. What are the capabilities of the local fire department?
 - viii. What is the telephone number of the closest station.

6. ADDITIONAL SITE CONSIDERATIONS

- a. Identify areas both inside and outside the site that may require EOD inspection.

- b. Establish the capabilities of EOD technicians.
 - c. Establish that reservation for the protectee (restaurants, airline and theater) have been made.
7. **ADDITIONAL AGENT CONSIDERATIONS**
- a. Needs of the special agent are last on the list of priorities, yet they must be addressed:
 - i. Arrange for a down room.
 - ii. Make arrangements for refreshments, dining facilities
 - iii. Provide information on the location of rest rooms.
 - iv. Arrange for relief of pre-posters.
 - v. Advance agents should help relieve the command post and suite special agents.
 - vi. Meet with the shift leader and discuss what should be considered when establishing the push schedule.
8. **“LAST MINUTE” ADVANCE REQUIREMENTS.**
- a. As mentioned, an advance agent should visit a site prior to a scheduled visit in order to cover all security arrangements.
 - b. However, unscheduled changes may not give an advance agent the adequate time to perform a complete site advance.
 - c. The Advance Agent must prioritize the many arrangements he must make and the many questions he must answer to ensure he covers the basic site considerations before the detail and the protected arrive.
 - d. **NEVER ASSUME ANYTHING**
 - e. Agents must be reasonably certain that the site is clear before he/she allows the protected to arrive.
 - i. Where will the protected go once he arrives and what route will he/she take.
 - ii. How long will the protected stay?
 - iii. Will someone be present to greet the protected? who?
9. **RESPONSIBILITIES OF ADVANCE AGENT**
- a. Meet with security on site and enlist its help (i.e. holding elevators).
 - b. Have the drop-off site cleared for the arrival.
 - c. Arrange for an area to stage the vehicles.
 - d. Meet with supervisory personnel for liaison purposes.
 - e. Locate:
 - i. Primary and secondary exits
 - ii. A holding room
 - iii. Rest room
 - iv. Telephone.
 - f. Know who will be allowed access to site.
 - g. Be familiar with the route from the last site to the site at which you are.
 - h. Keep the command post informed of where you can be reached.
 - i. Learn everything you can about the site.
10. **REMEMBER**
- a. ***The site must be clear before you allow the detail to arrive.***

Module 8

MOTORCADE FORMATIONS, AGENTS DUTIES & VEHICLE PROCEDURES

1. INTRODUCTION

- a. Most movements by a protected dignitary from one location to another are made by using some form of motorized transportation.
- b. Since most recent assassinations or kidnapping attempts have been conducted while individuals were travelling in this manner, it is essential to learn and practise security procedures which will help deter or prevent such an attack.
- c. This module will examine methods used to secure a principal while he/she is travelling in a motor vehicle. It is important to note that the basic protective tactics we are about to discuss can be utilized for just about any form of transportation.
- d. You need only adapt these methods to fit your particular situation.

2. FACTORS AFFECTING MOTORCADE COMPOSITION.

- a. ***Size & Configuration***
 - i. The size and configuration of a motorcade will fluctuate based on:
 - (1) The threat level against the protectee
 - (2) The local political situation;
 - (3) The protectee's desires or political considerations
 - (a) for a high or low profile and/or
 - (b) for expeditious motorcade movements; and
 - (4) asset availability of
 - (a) Protective agents
 - (b) Vehicle, and
 - (c) Local police support.

3. MOTORCADE CONFIGURATIONS

- a. ***One-car Motorcade***
 - i. Used for low key or low threat individuals, the motorcade involves:
 - (1) Only the limousine
 - (2) a driver and
 - (3) one protective agent.
- b. ***Two-Car Motorcade***
 - i. Used for low or medium threat details.
 - ii. This is the standard type of motorcade configuration and involves:
 - (1) Limousine and
 - (2) follow vehicle;
 - (3) Limousine driver who is trained in security driving (preferably a protective agent); and,
 - (4) Follow car staffed with three or four protective agents.
- c. ***Three-Car Motorcade***
 - i. Used for high profile, high threat details it involves:
 - (1) a limousine, lead and follow vehicle;
 - (2) drivers who are security trained;
 - (3) at least one protective agent in the lead vehicle; and
 - (4) a follow car staffed with three to four protective agents.
- d. ***Full Formal Motorcade***
 - i. Used for high profile, high threat, VIP motorcades, it includes - but is not limited to:
 - (1) **A Pilot Car.**
 - (a) Two to Five minuets ahead of the motorcade to check the route for security and traffic conditions
 - (b) It should have a protective security agent and an EOD technician.
 - (2) **Police Lead Car**
 - (a) Used for traffic control and route guide for the motorcade.
 - (b) A protective agent accompanies this marked police car to assist in

controlling the motorcade and to act as a communications link with the protective detail.

- (3) **A Security Lead Car**
 - (a) With protective agents in all positions, this unmarked vehicle provides front coverage of the limousine, blocking when necessary, this vehicle can also be used as a spare limousine.
- (4) **The Limousine**
 - (a) An agent driver and the Agent-in-Charge (AIC)
- (5) **Security Follow Car**
 - (a) Agent driver
 - (b) Shift leader in right front seat,
 - (c) Agents in back seats.
 - (d) May also have agent in "well" seat if using a suburban or station wagon.
- (6) **Staff Car**
 - (a) The staff car is used to transport the protected's aides and/or other dignitaries.
- (7) **Police Tail Car**
 - (a) Used for traffic control and to close the motorcade configuration.
 - (b) When manpower is available, an agent will ride with this vehicle.
- (8) **Motorcycles**
 - (a) Control intersections in advance of the motorcade by using the "leap frog" method or
 - (b) Provide coverage to the principle by driving alongside the limousine.
- (9) **Ambulances**
 - (a) Ambulances can be used as an alternative means of medical evacuation for the principle and a primary means for evacuation for the principle and a primary means for evacuating other members of the detail.
 - (b) They are used when the principle has a serious medical condition.

4. **AGENT POSITIONS: SPECIFIC RESPONSIBILITIES IN A MOTORCADE**

- a. ***Agent in Charge (AIC):***
 - i. Responsible for the cover and evacuation of the protectee
 - ii. Acting as the communications link between the command post and the limousine when in a one-car motorcade;
 - iii. Controlling the protected's door on arrivals and departures,
 - iv. Controlling the limousine's door locks.
- b. ***Shift Leader (SL)***
 - i. The shift leader is the agent responsible for the operation of the detail during his/her shift and reports for the operation of the detail during his/her shift and reports directly to the AIC.
 - ii. Making the tactical decisions involving employment of the motorcade, determining, the speed of the vehicles,
 - (1) The need for blocking or positioning of the vehicles in traffic and,
 - (2) The use and display of weapons.
 - iii. Acting as the communications link between the detail and the command post. All communications to and from the limousine will be through the shift leader. This will include:
 - (1) lane changes
 - (2) directions and orders, and
 - (3) evasive actions and emergency instructions;
 - iv. Upon arrival on site, issuing the commands to dismount the vehicle and take up positions alongside the limousine; and decide when to run the fenders.
- c. ***Follow Car Agents***
 - i. Situated in the right and left rear of the follow car, are responsible for:
 - (1) Providing security to the left and right sides, as well as to the rear, or the follow car.

- (2) deploying, on order from the shift leader, to physically cover the limousine during stops of for running the fenders; and
- (3) deploying to cover the limousine and the protectee during arrivals and departures.
- (4) The left rear agent will open the left door to the limousine only when there is a guest riding with the protected, and only after the AIC has opened the protected's door.
- (5) When a request for a lane change comes over the radio, the agent covering that sector will check the lane and shout its condition to the shift leader.
- (6) Both agents should check that equipment and weapons assigned to their positions are functional at the beginning of each shift.

5. SECURITY ZONES OF RESPONSIBILITY

- a. As with the walking formation, motorcade formations have zones of responsibility. Using the clock diagram, where 12 o'clock is the motorcade direction of travel, the zones of responsibility are as follows:
 - i. **Limousine Driver (LD)**
(1) 9:00 to 2:00
 - ii. **Agent in Charge (AIC)**
(1) 11:00 to 3:00
 - iii. **Shift Leader (SL)**
(1) 10:00 to 4:00 (well in front of the limousine)
 - iv. **Follow Car Driver (FCD)**
(1) 9:00 to 1:00
 - v. **Follow Car - Left Rear Agent (FC-LRA)**
(1) 6:00 to 11:00
 - vi. **Follow Car - Right Rear Agent (FC-RRA)**
(1) 1:00 to 6:00
 - vii. **Follow Car - Well / Right Front Agent (FC-W/RFA)**
(1) 4:00 to 8:00
 - viii. **Lead Car Driver (LCD)**
(1) 10:00 to 1:00
 - ix. **Lead Car Personnel**
(1) Same as follow car.
- b. These zones are modified as the situation dictates.
- c. When there are only two vehicles in the motorcade, the responsibility of the agents in the limousine is increased.
- d. When there is a well man present in the follow car, the zones of other follow car agents can also be modified.
- e. The shift leader should always be looking around and in front of the limousine to maintain a good perspective on all potential problems.
- f. If the vehicles are equipped with rear view mirrors, the driver and right front agent should use them to extend their coverage.

6. IDENTIFY MOTORCADE MOVEMENT TECHNIQUES

- a. **The Basic Configuration**
 - i. The basic configuration motorcade movement configuration is the limousine with the following car behind a short distance and offset to one side.
 - ii. This arrangement varies because of:
 - (1) **The Threat Level**
 - (2) **Speed of the Motorcade**, and
 - (3) **Traffic Conditions**
 - iii. **Threat Level**
 - (1) **High Threat**
 - (a) The follow car will closely and aggressively protect the limousine from all potential threats.
 - (2) **Medium Threat**
 - (a) Follow car will trail the limousine providing coverage.
 - (3) **Low Threat**
 - (a) The follow car will trail the limousine providing coverage.

- iv. **Speed of the Motorcade**
 - (1) **High Speed**
 - (a) There should be enough distance between the limousine and follow car to allow the driver of the follow car to see the rear wheels of the limousine over his hood.
 - (2) **Moderate and Slow Speed**
 - (a) The driver of the follow car should be able to see the bumper of the limousine over the hood of the follow car.
- v. **Traffic Conditions**
 - (1) **Normal Traffic Conditions**
 - (a) The follow car should have enough room to manoeuvre to the left or right of the limousine.
 - (2) **Heavy Traffic Conditions**
 - (a) Should be enough room between the limousine and follow so that the follow car can manoeuvre to the left or right of the limousine to block as needed and still be able to close bumper-to-bumper to keep pedestrians from walking between the cars.

7. ROAD MOVEMENT TECHNIQUES

- a. ***Package Concept***
 - i. The motorcade operates as one “package” not as two or three separate vehicles.
 - ii. The limousine and follow car drivers operate together.
 - iii. Both drivers follow the primary and alternate routes selected prior to departure.
 - iv. Both drivers know all safe haven locations and emergency exit points along the route.
 - v. The limousine driver drives with the follow car in mind:
 - (1) When turning, the limousine moves to the inside to allow the follow car to block.
 - (2) The limousine driver manoeuvres for two cars ensuring that there is adequate room for both vehicles to enter or pass before actually doing so; and vehicle movements are moderate and deliberate.
 - (3) Avoid stop and go jerky movements of the limousine.
 - vi. Conversely, the follow car driver operates with the limousine in mind:
 - (1) Covers the limousine on departures and arrivals;
 - (2) Block the traffic to allow the Limousine to manoeuvre as needed; and remembers that the follow car is subject to the limousine’s movements.
 - (3) In an emergency, the follow car reacts with the limousine and follows its “lead”
- b. ***Two-Lane Roads***
 - i. The follow car stays directly behind the limousine offset to the open lane.
 - ii. When approaching intersections or dangerous locations:
 - (1) The limousine will move to the opposite side of the lane.
 - (2) The follow car will move between the object and the limousine; and
 - (3) the limousine and follow car will pass the object/intersection and return to the normal configuration.
- c. ***Multi Lane Roads***
 - i. On a multi lane road:
 - (1) When the limousine is in the right hand lane, the follow car should straddle the next lane to prevent traffic from approaching the protected’s car too closely
 - (2) When the protectee’s car is next to the median strip, the follow car should straddle the next lane to the right
 - (3) Care should be taken in heavy traffic not to be too far into the right lane.
 - (4) A small car could move in between the follow car and the median, riding the bumper of the limousine.
 - (5) When stopped in traffic, the limousine should be:
 - (a) Positioned with enough space in front to manoeuvre around another vehicle or escape, if necessary; and
 - (b) positioned in traffic (offset) so that the vehicle on either side of the

- limousine do not have a direct line of sight to the protectee
- (6) When stopped in traffic, the follow car should be:
- (a) Positioned behind and offset from the limousine blocking traffic as needed;
 - (b) a sufficient distance from the limousine to react to threats on either side.
- d. **Movement in Heavy Traffic:**
- i. The following car should favour the side of the limousine in which the protected is riding to prevent other vehicles from pulling up next to the protectee's door.
- e. **Merging Traffic:**
- i. When passing an on-ramp where merging traffic could interfere with the motorcade, the following car should swing wide to block oncoming traffic.
 - ii. The follow car should not decrease its speed while doing this but remain with the limousine.
- f. **Lane Changes**
- i. When the limousine wishes to change lanes, its driver calls the shift leader and requests, **CLEAR RIGHT/LEFT**, while activating the turn signal.
 - ii. The shift leader calls out, **CLEAR LEFT / RIGHT**
 - iii. The agents sitting in the rear of the follow car inform their driver when is clear to change lanes, giving additional information such as a car or motorcycle is approaching.
 - iv. The follow car driver moves into the open lane to block.
 - v. The shift leader calls to the limousine, **LEFT / RIGHT CLEAR**
 - vi. The limousine driver repeats, **LEFT / RIGHT CLEAR**, and moves into the open lane.
- g. **Multiple Lane Changes**
- i. The limousine driver will call for the number of lanes desired.
 - ii. The motorcade will change only one lane at a time, as each lane is clear, the shift leader will call. **LEFT / RIGHT CLEAR**.
- h. **Turns at Intersections**
- i. The limousine moves over to the inside of the lane closest to the turn.
 - ii. The follow car moves to the outside of the limousine.
 - iii. As both vehicles turn, they maintain their inside/outside positions.
 - iv. When the turn is complete, both vehicles return to their normal motorcade positions.
8. **ARRIVALS AND DEPARTURES**
- a. **Arrivals**
- i. Approximately four to five minutes from the site, the shift leader contacts the advance agent at the site by radio.
 - ii. This gives the advance agent enough time to inform the shift leader of conditions at the site
 - iii. The advance agent also informs the detail if there is someone who will meet and greet the protectee upon arrival at the site.
 - iv. At one minute out, the shift leader calls the advance agent and gives the one minute warning.
 - v. The advance agent responds, **SITE CLEAR**.
 - vi. The limousine driver proceeds to the site looking for the advance agent.
 - vii. The advance agent stands curbside, with an arm extended, indicating where the limousine should stop.
 - viii. The limousine driver pulls the nose of the vehicle up to the advance agent's hand and stops.
 - ix. The follow car stops behind the limousine with the nose pointed at a 34-degree angle in the direction of the open lane, approximately five feet to the outside of the limousine.
 - x. As the limousine rolls to a stop, the shift leader orders the right and left rear to deploy.
 - xi. The right rear leaves the follow car and takes up position on the right side of the limousine (at the protectee's door) facing out.
 - xii. The left rear leaves the follow car and takes up position on the left of the limousine

- (left rear door) facing out.
- xiii. When using a well agent:
 - (1) The well agent moves to the left door of the limousine, taps the left rear agent and takes up that position.
 - (2) The left rear agent moves up to the left front quarter panel of the limousine and faces out.
- xiv. The shift leader follows the other agents out, moves to the side of the limousine where the protectee will exit, taps the agent positioned alongside the door, and takes up a position at the protectee's door facing out.
- xv. When the area is secure, the shift leader signals to the AIC, all clear and, as the AIC exits from the limousine the shift leader moves to the rear quarter of the limousine facing out.
- xvi. The AIC exits the limousine, moves to the protectee's door, opens it, places the protectee between the limousine and himself/herself and as the protectee moves away from the limousine, follows from behind.
- xvii. The advance agent in the absence of an official escort makes eye contact with the protectee saying, **SIR (MADAM), FOLLOW ME PLEASE**, and leads the walking formation.
- xviii. The other agents turn and take up positions in the diamond. The outside agent, as soon as the AIC opens the limousine door, begins to move around the back of the limousine to take up position in the diamond.
- xix. If a well agent is used, the well agent moves around the back of the limousine and takes up the right agent position in the diamond, while the left rear agent moves around to the front of the limousine, taking up the wall position in the diamond.
- xx. The drivers of the vehicle continue to cover the outside sectors until the formation enter a secure area.
- xxi. Both drivers remain in the vehicle with the transmissions in a drive gear, ready to depart at a moment's notice. Once the detail has entered a safe area, both drivers secure their vehicle and maintain vehicle watch until relieved.

b. **Departures**

- i. As the detail begins to move in the direction of the motorcade, the shift leader calls the vehicle drivers and advises them of an imminent departure.
- ii. As the detail approaches the motorcade, the advance agent moves forward, opens the limousine door for the protectee moves around to the rear of the detail and faces the area from which the detail came.
- iii. As the detail arrives at the vehicle:
 - (1) the right agent moves to the right front quarter of the limousine.
 - (2) the left agent moves around the rear of the limousine to the limousine's left front quarter, and
 - (3) the well agent moves to the left rear door of the limousine.
- iv. The shift leader will follow the AIC to the right door and then move off to the rear quarter area of the limousine.
- v. The AIC will move behind the protectee to the limousine door cover the protectee while he or she enters the limousine, then close and lock the door.
- vi. The AIC will then enter the right front door of the limousine, locking all of the limousine's doors.
- vii. Once the AIC's door is closed, the shift leader orders the remaining agents redeploy to the follow car.
- viii. As the agents enter the follow car, the follow car driver will pull away from the curb.
- ix. As the follow car blocks traffic, the limousine pulls into the traffic lane and departs.

9. **RUNNING THE FENDERS**

- a. Running the Fenders is used when the motorcade will travel at slow speeds in a crowded area or for a formal parade.
- b. When running the fenders:
 - i. The shift leader issues the command, **"PREPARE TO RUN THE FENDERS"**.
 - ii. The right and left rear agents open their doors and move into a position ready to leave the vehicle.
 - iii. The shift leader orders, **"RUN THE FENDERS."**
 - iv. The agents move from the follow car to the rear limousine doors.

- v. To return, the shift leader orders, "**PREPARE TO RECOVER**"
 - vi. The agents slow down until the follow car catches up with them.
 - vii. The agents open the doors of the follow car and move inside the doorway, ready to redeploy if necessary.
 - viii. The shift leader orders "**RECOVER**".
 - ix. The agents enter the follow car closing the doors.
 - x. As each agent closes his/her door, they call out "**LEFT IN**" or "**RIGHT IN**".
 - xi. This is a signal to the follow car driver that it is safe to resume speed.
10. **MOTORCADE EVACUATION PROCEDURES**
- a. **General**
 - i. During a motorcade, a protectee may be evacuated from a limousine because of mechanical problems with the vehicle or because the motorcade is under duress.
 - b. **Evacuation Procedures for a Limousine Not Under Duress.**
 - i. If the limousine is inoperable because of a mechanical problem:
 - (1) its driver will inform the AIC
 - (2) the AIC will inform the shift leader, and
 - (3) the AIC will then make the call to evacuate the protectee to the follow car or, if one is available, to the spare limousine.
 - ii. The vehicles then move to a safe location on the roadway, the follow car moving alongside the limousine on the same side as the protectee, with both vehicles coming to a stop.
 - iii. The follow car agent on the same side as the limousine will exit the follow car and move to a position located between both vehicles to the rear.
 - iv. When the AIC feels it is safe, he or she will exit the limousine, open the door for the protectee, and cover the protectee's movements to the follow car.
 - v. Once the protectee is seated in the follow car, the AIC assumes the position of rear follow car agent, closes the follow car door, and then indicates to the shift leader when it is safe to leave.
 - vi. Only if there is sufficient room in the follow car would the agent covering the rear of the motorcade resume position within the follow car. On most occasions, he or she will remain with the limousine.
 - vii. In the event of an accident, which renders the limousine inoperable, the AIC will first determine the condition of the protectee.
 - viii. The AIC will then order the movement of the protectee to another vehicle, such as the spare limousine, follow car lead car, or another available vehicle.
 - ix. At least one protection agent, in addition to the limousine driver, will remain with the limousine
 - c. **Evacuation Procedures for a Limousine Under Duress.**
 - i. The AIC calls for a push out to either the left or right.
 - ii. The limousine driver shifts the transmission into neutral, removes his/her foot from the brake, assumes firm control of the wheel, and steers the limousine in the direction ordered.
 - iii. The driver of the follow car moves it up to the limousine's rear bumper and pushes it out of the danger area.
 - iv. Once the limousine is out of physical danger, the shift leader orders, **DISENGAGE**.
 - v. The limousine driver steers it in a straight line, allowing it to slow down.
 - vi. The follow car driver disengages from pushing the limousine.
 - vii. As the distance between the limousine and the follow car increases the follow car moves around to the side opposite from the attack, placing the limousine between the attackers and the follow car.
 - viii. When both vehicles are side- by- side and out of danger, the shift leader orders them **STOP**.
 - ix. Weapons are put up and ready for use.
 - x. The follow car agent on the same side as the limousine exits the vehicle and provides cover for the evacuation.
 - xi. All other agents are ready to deploy or repel attackers as required.
 - xii. The AIC transfers the protectee to the follow car.
 - xiii. When ready, the AIC signals the shift leader to depart.
 - xiv. The follow car departs the area and goes to the next site or the closest safe haven.

Module 9

PROTECTIVE COUNTERMEASURES

1. TERRORIST SURVEILLANCE

a. **General**

- i. Although the goals of surveillance remain constant, the means by which surveillance is conducted differ depending on who is interested in you or your principal.
- ii. The terrorist organization is interested in daily routine.
- iii. Establishing an individual's schedule can provide terrorists with valuable information, such as the time the target leaves for work, what route is taken and if it is occasionally changed, whether any family member might make an easier target, and the kind of vehicle driven.

b. ***The Terrorist Always Needs to Be One Step Ahead of Security***

- i. If the agent has an armoured vehicle the terrorist should have an armour-defeating weapon, such as a rocket-propelled grenade (RPG) or a light, anti-tank weapon (LAW)
- ii. The terrorist surveillance group looks for predictable patterns which determine a logical place to stage an attack.
- iii. The terrorist understands choke points.
- iv. The protective detail is presented with greater challenges near the protectee's residence and work place since the potential attacker knows that the target must be at either one of these two locations at some point during the day.

c. ***To Confuse Surveillance Teams, Change:***

- i. Routes;
- ii. Times of departure and arrival
- iii. Vehicles (stealth or dummy motorcade);
- iv. Number of vehicles in motorcade; and
- v. Configuration of motorcade.
- vi. The protective detail must vary as much inaccurate information as possible, while continuing to provide comprehensive surveillance.
- vii. All protective detail must vary as much inaccurate information as possible, while continuing to provide comprehensive surveillance.
- viii. All surveillance should be immediately reported to the detail leader to determine its threat level.
- ix. Terrorists usually employ newer members to conduct initial surveillance.
- x. These individuals often are not trained in surveillance tactics and, as a result, are easily detected.
- xi. Also, if one of these new operatives are captured by police they will have little, if any, information about the inner cells of the terrorist structure.

2. PRO-ACTIVE vs REACTIVE SECURITY MEASURES

a. **General**

- i. Certainly firearms proficiency and specialized driving skills are necessary however, if an attack gets to where one needs to use these skills, when a series of opportunities were missed in predicting and thus preventing the attack from occurring.
- ii. Pro-active measures uncover an attack plan while in its preparation stage.
- iii. These measures include detecting surveillance, piecing together intelligence reports and identifying pre-incident indicators.
- iv. Pre-incident occurrences may be unrelated but sometimes, when examined together, they provide clues that terrorist activity is in the works.

b. ***Types of Pre-Incident Indicators.***

- i. An increase in criminal activity, i.e., car thefts, passport fraud, stolen weapons.
- ii. Uniforms from public utility companies, military facilities and police departments are reported missing.
- iii. There is new construction along the principal's primary route.
- iv. People around the principals home and office seem to come and go with correlated movement according to the principal's schedule.

- v. To verify pre-incident indicators, set up a surveillance detection route which deviates from the intended route to an unscheduled location.
- vi. If the suspected survey follows the principal into the location, it is likely an attack plan in its initial stages.
- vii. Once a surveillance detection unit is in operation and security increased, everyone looks suspicious.
- viii. All in all this is not bad s it is better to suspect too many than not enough.
- ix. What indicators would differentiate between suspected and actual surveillance?
 - (1) Correlated movement
 - (2) Inappropriate or crude disguises.
 - (3) Communications equipment
 - (4) Physical gestures which coordinate with the principal's movement.
 - (5) Note taking.
 - (6) Excessive picture taking, perhaps with sophisticated photographic equipment.
 - (7) More interest in the protective detail than the principal.
 - (8) Remember, correlation is necessary for surveillance to occur
- x. If surveillance is verified, do not apprehend the surveillant.
- xi. Rather, keep in mind that initial surveillance is conducted by newer terrorist members. If they make mistakes, the detail can probably identify and neutralize them.
- xii. Employ counter-surveillance methods to uncover information or a safe house which may lead to the core of the organization.
- xiii. One method is an inconspicuous tail or sweep car.
 - (1) The surveillance vehicle terrorists use will trail the motorcade, taking an inappropriate interest in the detail.
 - (2) The sweep car will be effective in this manner because the terrorists attention will be focused on the detail in front of him and they will not be aware of what's behind them.

3. TYPES OF SURVEILLANCE

- a. **Fixed surveillance**
 - i. The surveillant remains in the same position over time to observe the activities of a particular subject or location.
 - ii. Examples:
 - (1) phone booths,
 - (2) bus stops,
 - (3) garages,
 - (4) parked vehicles,
 - (5) rented apartments,
 - (6) vendors, only limited to the terrorist imagination.
 - iii. They attempt to blend in with the dress, mannerisms, and time schedules of the local populace.
- b. **Moving/Mobile Surveillance**
 - i. The subject is followed on foot or by vehicle.
 - ii. The terrorist may use any number of surveillants and types of vehicles in doing this.
- c. **Technical Surveillance**
 - i. Equipment used to record conversations in rooms, automobiles, or from telephones.
- d. **Combination Surveillance**
 - i. Any combination of fixed, moving, or technical surveillance.
- e. **Progressive Surveillance**
- f. Time intensive, involving surveilling a subject along a route, in successive segments, over an extended period of time.

4. COMMON TERRORIST SURVEILLANCE MISTAKES

- a. Vehicles parked in prohibited zones.
- b. Vehicles parked in the same spot for an extended time, with possible surveillants sitting in the front seat.
- c. Vehicles that stop or start as the principal or detail moves, especially motorcycles.
- d. Vehicles that pass the target and park.
- e. Vehicle that goes through an intersection slowly, rounds a corner slowly or pokes it's nose

- around a corner and then withdraws
- f. A vehicle that signals a turn and fail to execute the turn.
 - g. Vehicles that follow the detail through a red light.
 - h. Flashing lights between vehicles.
 - i. Any vehicle that maintains the same distance from the principal even at varying speeds.
 - j. Vehicles that slow and duck behind other vehicles when the principal slows.
 - k. Vehicles moving on parallel streets at roughly the same speed as the principal.
 - l. Vehicles apparently hiding behind traffic, pulling out as if to pass, then dropping back.
 - m. Vehicles passing in a traffic circle until the detail has taken an exit.
 - n. Vehicles stopping nearby when the principal stops briefly.
 - o. Persons dismounting vehicles when the principal or detail stops.
 - p. Persons turning away when observed by the detail or SD team.
 - q. Persons hesitating or looking around when entering a building that the principal has just entered.
 - r. Persons leaving or entering a store, restaurant, etc, immediately before or after the principal.
 - s. Persons who begin to move as the principal or detail does, or stop as they do.
 - t. Persons standing on the street or in lobbies, reading newspapers or magazines.
 - u. Broken down vehicles.
 - v. Sloppy surveillance shift changes near the residence, One vehicle arriving, another departing. Possible communication between drivers.
 - w. Any vehicle with an altered or obliterated license plate in or near a choke point.
 - x. Work crews in or near chokepoints. Check vehicles, equipment, and clothing, especially the footwear. Inquire with appropriate agency to verify the legitimacy of the work order.
 - y. Persons inappropriately dressed for the area or season.
5. **ROUTE SURVEYS**
- a. A route survey is simply an area street map indicating where the detail and protectee will be travelling.
 - b. It is the responsibility of the protective detail to plot out the routes that will be taken or could be used to get from point A to point B.
 - c. The detail must become familiar with every aspect of the route to be taken, including:
 - i. Safe havens such as hospitals and police stations.
 - ii. Choke points or potential attack sites;
 - iii. possible surveillance sites, such as public parks or street vendors; and
 - iv. the normal day-to-day activities of the area in order to determine when something is out of the ordinary.
 - d. The ideal route will have minimal choke points and many safe havens.
 - e. Remember, it is likely the attack will occur in or around the area where surveillance is taking place.
6. **SURVEILLANCE DETECTION ROUTE (SDR)**
- a. One method of detecting or confirming surveillance is through the use of a surveillance detection route (SDR). The SDR forces correlation between the surveillance and the targeted individual.
 - b. The SDR uses a logical detour in which the target doubles back on their route.
 - c. This “**natural reverse**” should allow the target to observe anyone following them into and out of the SDR.
 - d. It would be very likely that anyone would make the same combination of turns.
7. **OBSERVATION**
- a. Observation is the complete awareness by an individual of his surroundings achieved through maximum employment of the senses.
 - b. Expert observation enables one to recognize and recall any object or situation accurately and completely.
 - c. Regarding Objects:
 - i. First, observe its general characteristics;
 - ii. Note any distinguished features.
 - iii. Note these details in a specific order which covers all aspects of the object being observed.
 - iv. Finally, observe any changeable details.
 - d. When Observing vehicles, the following sequence should be followed:
 - i. First its general type, size, and colour

- ii. any distinguishing characteristics
- iii. Its make, model and year.
- iv. Identifying information on name plates. body parts. i.e. GO Turbo, Grand Prix.
- v. Finally, its license plate number, state, and colour.
- e. When observing People, notice their:
 - i. Sex
 - ii. Race(i.e.): Caucasian, American Indian. Black, Mongolian, or Malayan. Other terms, such as mestizo or Hispanic, may be more descriptive of the local populace and should be learned.
 - iii. Colour of Skin.
 - iv. Height: Allow for a two inch span: e.g. 5'11" - 6'1". A good method for estimating height is to stare straight at the individual and estimate how far above or below your eyes the tip of his head is. For example, you are 5'10" tall and you estimate that you are looking two inches below his eyes, so he is about 6' tall.
 - v. Build: Very heavy, heavy, stocky, medium, slender, thin, or emaciated.
 - vi. Age: Estimated within a five year span.
 - vii. Note any distinguishing physical characteristics, i.e. a limp or birthmark.
 - viii. Observe specific physical characteristics such as the shape of the head, posture and gait.

8. LEVELS OF AWARENESS

- a. **General**
 - i. There are different levels of awareness by which we perceive our surroundings.
 - ii. Retired US Marine Corps officer, Jeff Cooper, developed a system of mental preparation known as "Coopers Colours".
 - iii. It is currently taught to many US law enforcement and security officers.
 - iv. This system of colours is a mental awareness model which will allow a person to adjust one's height of awareness depending on the circumstances of the surrounding environment.
- b. **Condition White**
 - i. Unaware of surroundings.
 - ii. An attack on an individual in condition white will probably be successful.
- c. **Condition Yellow**
 - i. General awareness of surroundings.
 - ii. You perceive events and changing in condition yellow 24 hours a day.
- d. **Condition Orange**
 - i. Heightened state of awareness.
 - ii. A possible threat is identified and contingency plans are made for dealing with the situation.
 - iii. The threat is monitored closely to determine if action is necessary.
 - iv. A person can only stay in this condition for about 3 to 4 hours.
- e. **Condition Red**
 - i. State of Action - "FIGHT or FLIGHT"
 - ii. A person in this state has either already gone into action or they are standing by ready and prepared to go into immediate action.
 - iii. A person can only stay in condition red for a few minutes.
 - iv. NOTE: DURING this state a person will exhibit the symptoms of physical reaction to high stress.
- f. **Condition Black:**
 - i. Shock.
 - ii. A person in this state is so overwhelmed by the situation they are shocked into an inability to react.
 - iii. It is as if they had closed their eyes to the event, thus blacking out the entire event.
 - iv. An attack on a person in this state will probably be successful.

9. TYPES OF ATTACK

- a. Looking at the route, could the terrorists succeed in kidnapping the principal or staging a bomb attack?
- b. Is there an escape route, cover or concealment for the terrorists?
- c. Weapons at close range - sub-machine gun, small caliber weapons.
 - i. EXAMPLE: assassination attempt on President Reagan.

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- d. Stand-off attack - RAG rocket, hand grenade.
 - e. Kidnapping / Selective violence.
 - i. Hostage must remain unharmed to be used as a bargaining chip for the terrorists.
 - ii. EXAMPLE: Hans Martin Schleyer kidnapping, Cologne, Germany 2977 by R.A.F.
 - f. Explosives / Random violence.
 - i. EXAMPLE: Secretary of State Schultz, bombing. La Paz, Bolivia 1986.
 - g. Escape.
10. **SUMMARY**
- a. The protective detail is responsible for familiarizing itself with all possible routes.
 - b. Safe havens and escape routes should be identified on a street map and visually verified.
 - c. Establish what is normal in an area to be able to identify suspicious activity.
 - d. Know what type of attack could be used against your Protectee in the area you will be working.

Module 10

INTRODUCTION TO COUNTER-TERRORIST (CT) DRIVING

1. FORCES WHICH AFFECT VEHICLE OPERATION

- a. There are two major forces which affect vehicle operations.
 - i. **Inertia**
 - (1) The tendency of a body in motion to stay in motion in a straight line unless disturbed by an external force.
 - ii. **Friction**
 - (1) The result of two objects in contact with each other which create
 - (a) Heat and
 - (b) Resistance

2. VEHICLE LANGUAGE

- a. *Communication between the Driver and Vehicle*
 - i. **The Driver to Vehicle:**
 - (1) The driver sends commands to the vehicle in the form of
 - (a) Turning the steering wheel
 - (b) Stepping on the accelerator, and
 - (c) Stepping on the brake.
 - ii. **The Vehicle to Driver:**
 - (1) The vehicle communicates with driver by:
 - (a) Moving in the direction steered
 - (b) speeding up
 - (c) slowing down, and
 - (d) its vibrations,
 - (e) noises and,
 - (f) gauge readings.
 - iii. **Reception & Interpretation of Signals**
 - (1) We receive and interpret signals from the vehicle through our
 - (a) Ears
 - (i) Through the inner ear balance, and
 - (ii) Sounds received;
 - (b) The Middle of Back
 - (i) The middle of the back which absorbs vibrations radiating through the seat and moving through the spine, the centre- of-balance reference point; and
 - (c) Feet
 - (d) Hands
 - (i) Our hands, which move the steering wheel, also absorb additional vibrations which emanate through the steering column; while our
 - (e) Eyes
 - (i) Eyes see these vehicle reactions and measure gauge readings.

3. VEHICLE LIMITATIONS

- a. *Weight Distribution and Centre of Gravity*
 - i. **The Centre of Gravity**
 - (1) Is the point, when a vehicle is at rest, where all gravitational forces are equals.
 - (2) Its location depends on the vehicle but, as the location changes, so do the effects of gravity on the vehicle.
 - (3) The vehicle weight shifts because of acceleration, braking, and steering.
- b. ***Tyres***
 - i. Tyres are the only four points of contact between the vehicle and the road surface.
 - ii. The tread design and traction affect:

- (1) it's grip, and
(2) its limits of adhesion
4. **BASICS OF VEHICLE OPERATION**
- a. ***Driver Position***
- i. The best position allows the driver to maximize use of his or her senses to receive signals from the vehicle.
- (1) Sit straight up and entered behind the steering wheel.
(2) Place hands on the steering wheel shoulder-width apart, (approximately at the 10:00 and 2:00 o'clock positions)
(3) Hand grip the wheel neither too loose nor too tight but just enough to feel the wheel through your finger tips while maintaining control.
(4) Position your right foot so the t it rests entirely on the accelerator. By rotating your right foot on its heel, the toe should be able to rest on the brake pedal, as well.
(5) Position the left foot on the floor against the left side of the vehicle.
- b. ***Ocular Control***
- i. Use eyes to see where you are and where you want the vehicle to go.
ii. Based on natural tendency for the eyes to see where the body goes, there is a natural coordination among the eyes, hands and legs.
iii. Use this technique to:
- (1) Avoid accidents. Rather than look directly at an object, consider ways to miss hitting it.
(2) Look where you want the car to go.
(a) Straight line driving
(b) In curves
(c) In ramming.
- c. ***Steering Techniques***
- i. Steering is the use of the two front wheels to control the direction of the vehicle.
ii. Steering Control:
(1) The front wheels control vehicle direction.
(2) The front wheels must be rotating to control direction.
(3) Use of the steering wheel need not be excessive to achieve results.
(4) Use proper hand and arm movements for turning. (DO NOT CROSS ARMS)
iii. Turning into a Good Position:
(1) Shuffling the wheel.
(2) **Oversteering**
(a) Caused by turning the wheel too much. It can cause the rear wheels to break loose from the pavement under high speeds. This can be corrected by:
(i) Easing up on the accelerator;
(ii) Counter-steering in the direction of the vehicle spin; and
(iii) Not using the brake.
(3) **Understeering**
(a) Caused by not turning the wheel enough allows the vehicle to continue in the original direction of travel. This can be corrected by:
(i) Easing up on the accelerator
(ii) slowly adding more steering; and
(iii) Not using the brakes.
(4) **Neutral Steering**
(a) Occurs when the front wheels are skidding (front wheel are locked during braking). Result is a loss of steering control. Correct by easing up on the brake pedal. Can be corrected by:
(i) Easing up on the brake pedal; and
(ii) Resuming control over the steering.
- d. ***Braking Techniques***
- i. **Braking**
- (1) Process by which pressure, when applied to the brake pedal, initiates a series of

events which cause the rotation of the tires to slow or stop. This reduction of tyre rotation causes resistance between the tire and the road surface which slows or stops the vehicle.

- ii. **The Braking Process.**
 - (1) Step in the brake pedal
 - (2) Hydraulic fluid pressure builds in the brake system
 - (3) Causing the brake shoes or pads to make contact with the drums or rotors
 - (4) Which causes the tire rotation to slow or stop.
- iii. **Normal Braking (Tires do not lock up)**
 - (1) The rotation of the wheel is slowed by the brake
 - (2) Friction and heat build up at the point of contact between the road and the tire.
 - (3) Enough new rubber is presented at the contact point by tire rotation to prevent tire melting.
 - (4) The vehicle slows to a stop.
- iv. **Improper Braking**
 - (1) The rotation of the wheel is slowed or stopped by the brake but, because of inappropriate speed and reduced distance under which to stop.
 - (2) Heat builds up between the road and tire causing its rubber to melt.
 - (3) The tire then begins to float (skid) on a surface of liquefied rubber locking the brakes.
- v. **Threshold Braking**
 - (1) This is the most efficient braking technique because it makes maximum use of braking and tire traction up to the point just before a wheel locks.
 - (2) Maximum traction/braking point
 - (3) Fifteen percent of tire is skidding
 - (4) eighty-five percent is rolling
 - (5) the tires are at 99% of braking potential, or the point just before wheel lockup.
 - (6) The weight of the vehicle shifts to the front wheels which are doing most of the braking work.
 - (7) The rear tires are stabilizing the vehicle
 - (8) You know you have reached the threshold braking point when:
 - (a) You hear a low moaning sound from the tires, and
 - (b) additional braking results in wheel lock.
- vi. **Brake Modulation**
 - (1) Used when two or more wheels lock. To correct:
 - (a) Reduce pressure on the brake pedal until the wheels unlock;
 - (b) reapply pressure until the low moaning sound returns, and
 - (c) hold it there.
- vii. **Wheel Lock**
 - (1) It is the result of too much brake pedal pressure produces a loss of steering control if the front wheels lock.
 - (2) If the rear wheels lock:
 - (a) There is a loss of vehicle stability, and
 - (b) a tendency for the vehicle to spin.
 - (3) However, if a single wheel locks, it is not a problem.
- viii. **Brake Fade**
 - (1) Brake Fade is a condition in which the brakes no longer function.
 - (2) Nothing mechanical is wrong with the brake system; the brakes however, have:
 - (a) Been used intensively;
 - (b) overheated and,
 - (c) therefore, have no positive contact with the drum/rotor
 - (3) Correct the problem by:
 - (a) removing your foot from the brakes pedal, and
 - (b) allowing time for the brakes to cool down.

5. **TRANSITION DRIVING**
a. **General**

- i. Transition Driving is a technique which involves smooth, simultaneous application of accelerating, steering and braking capabilities of a vehicle within the range of its physical limitations.
 - b. ***The Effects of Inertia***
 - i. Due to the tendency of a vehicle to travel in a straight line, changing the direction of a vehicle from one way to another must be gradual and within the vehicle's limitations.
 - ii. A vehicle travelling 70km/hr cannot make a 90-degree turn without slowing down.
 - iii. Inertia overcomes the tires's traction capabilities and forces the vehicle to continue in the direction it was originally travelling.
 - iv. A vehicle travelling 70km/hr cannot come to a complete stop without reducing its speed over some distance and time.
 - v. Inertia must be overcome by the proper use of the brakes and tires.
 - c. ***Use of Transition Driving***
 - i. To prevent radical changes in a vehicle's operation;
 - ii. To counter the effects of inertia; and
 - iii. To maximize tire traction.
 - iv. To escape an attack, and
 - v. Maintain control over a vehicle under emergency circumstances.
 - d. ***Performing Transition Driving.***
 - i. **Acceleration vs. Steering**
(1) As steering is required, reduce pressure on the accelerator pedal and steer.
 - ii. **Steering vs. Braking**
(1) As pressure is added to the brake pedal, loss of steering will automatically occur.
 - iii. **Braking vs Steering**
(1) As braking is gradually decreased, steering capabilities increase.
 - iv. All movements must be done as a factor of reduction/addition as you add one you must reduce the other by no more than the same amount.
6. **SPECIAL DRIVING CIRCUMSTANCES**
- a. ***Corners and Curves***
 - i. Corners and curves represent two critical circumstances in which all of the factors involved in vehicle operations must be taken into consideration.
 - ii. To reemphasize, inertia affects vehicle movement by forcing a vehicle to want to continue in its original direction of travel.
 - iii. To most effectively negotiate a curve or corner, you must overcome the effect of inertia.
 - iv. To overcome the effect of inertia, the vehicle should follow the straightest line possible through the curve.
 - b. ***Curves / Cornering***
 - i. Reduce the curve /corner into a radius of a larger circle changing the actual turn into a smoother and more gradual arc.
 - ii. The corner/curve consists of:
 - (1) **Braking Point:**
(a) A braking point at which, based on a vehicle's speed and the corners angle, the vehicle must threshold brake;
 - (2) **Entry Point:**
(a) An entry point at which the vehicle begins to turn into the curve/corner, and
 - (3) **Transition:**
(a) The transition between threshold braking and steering begins;
 - (4) **An Apex**
(a) The theoretical inside centre point of the road between the entry and exit points of the curve/corner, and;
(b) the point at which the transition from steering/braking moves to accelerating/steering, and;
(c) an exit point where the vehicle leaves the curve/corner.
 - iii. Make maximum use of the available roadway to straighten out the curve.
 - iv. Due to inertia, the weight of the vehicle will shift to the outside front tire causing it to receive

- more weight and pressure than the other tires; and
- v. A tendency for the inside rear tire to lockup during braking (in the curve). This is not a problem, causes no loss of vehicular control, and should not be corrected.
- c. **Off-road Recovery**
- i. Should the vehicle leave the hard surfaced road:
- (1) **At High Speed on A Straight Road**
 - (a) ease off the accelerator pedal;
 - (b) straddle the road with two wheels on and two wheels off,
 - (c) look down the road to ensure there are no obstacles,
 - (d) choose a re-entry point where the shoulder is most even with the pavement; and
 - (e) when traffic allows, re-enter the road using as little steering as possible to prevent shooting across the road.
 - (2) **On A Curve with Moderate Speed**
 - (a) let off the accelerator;
 - (b) attempt to steer in the same direction in which the vehicle is travelling;
 - (c) as the vehicle slows, steer back in the direction of the curve; and
 - (d) as road and traffic conditions permit, re-enter the road.
 - (3) **On A Curve At High Speed**
 - (a) let off the gas
 - (b) attempt to steer in the direction in which the vehicle is travelling; and
 - (c) gradually apply the brakes.
- ii. Never apply the brakes, if the vehicle is travelling perpendicular to the direction in which it is pointing, a build-up of dirt and rocks along the sides of the tires will result. This can cause the vehicle to roll over.

7. SPECIAL DRIVING TECHNIQUES

- a. **Bootleg Turns (Forward, 180-degree Turn)**
- i. **Use**
- (1) Used when a road ahead is blocked or a vehicle is attacked/blocking from behind.
- ii. **Technique**
- (1) Ensure a lane is clear to the right or left of your vehicle.
 - (2) With vehicle speed between 35 and 45 MPH, remove your foot from the accelerator.
 - (3) Engage and hold the emergency brake.
 - (4) In vehicles with a pedal brake, push it with the left foot and hold it to the floor.
 - (5) In vehicles with a hand brake, push it on the release button, pull up on the brake handle and hold it.
 - (6) After both rear wheels have locked and are skidding, turn the steering wheel no more than 1/4 turn in the direction of the open lane.
 - (7) After the vehicle has turned around, straighten the steering wheel, release the emergency brake and accelerate out of the danger area.
 - (8) DO NOT use the main brake pedal
 - (9) DO NOT turn the steering wheel more than 1/4 turn.
 - (10) On dry clear pavement, this maneuver is performed between 35 and 45 MPH.
 - (11) On wet or sandy pavement, reduce speed to around 25 to 30 MPH.
 - (12) DO NOT perform this maneuver at speed over 45 MPH.
- b. **J-Turn (Reverse 180-Degree Turn)**
- i. **Use**
- (1) Used when the road ahead is blocked, the vehicle is being attacked from the side, and only when the area behind the vehicles is clear.
- ii. **Technique**
- (1) Threshold brake to a complete stop.
 - (2) Shift the vehicle transmission into reverse.
 - (3) Apply the accelerator, slowly at first, then gradually build up speed of the vehicle.
 - (4) As you accelerate, count one-thousand and one, one-thousand two, one-thousand three, one-thousand four.
 - (5) At the four count, remove your foot from the gas pedal and rapidly turn the steering wheel into the open lane.

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- (6) As the vehicle turns, straighten out the steering wheel and shift the transmission into a drive gear. When the vehicle complete it's turn, accelerate out of the danger area.
 - (7) If the vehicle has been shifted into a low gear during the turn, shift up into a higher gear as needed.
 - (8) DO NOT perform this maneuver if the area to the rear of the vehicle is blocked.
 - (9) DO NOT look to the rear or use your rear view mirror as you are backing up.
 - (10) Look straight ahead of the vehicle.
 - (11) Use the lines on the road or the road itself as a guide to driving backwards.
- c. ***Ramming - Use of A Vehicle to Breach An Outside Obstacle***
- i. **Use**
 - (1) Used when the escape route in front of or behind a motorcade is blocked by one or more vehicles, and no other method of escape is available.
 - (2) Ramming can be used in conjunction with a Bootleg or J-Turn.
 - ii. **Technique - One Vehicle Blockade**
 - (1) As you approach the blockade, slow the vehicle to about 15 MPH
 - (2) Shift the vehicle transmission into its lowest gear.
 - (3) Choose the desired point of impact between your vehicle and the blockading vehicle. (This should be the centre of the front tire or the rear tire)
 - (4) Line up the two vehicles and accelerate.
 - (5) Upon impact, continue to accelerate until you are out of the danger area.
 - iii. **Technique - Two Vehicle Blockade**
 - (1) Same as above except the point of impact changes.
 - (2) If the vehicles are close together, the impact should be against either one of the outside tires or dead centre between the two vehicles.
 - (3) If the vehicles are apart more than ½ the width of your vehicle the impact should be upon one of the two inner-area tires, not both!
 - (4) If the two vehicles are angled with the centre pointing away from you, impact should be directed towards the centre of the vehicles.
 - (5) If the vehicles are angled with the centre pointed toward you, the point of impact should be on of the outer tires.
- d. ***Rear Ramming***
- i. This is the same as forward ramming except the rear of your vehicle is used.
8. **SPECIAL PROTECTIVE MOTORCADE TECHNIQUES**
- a. ***The Follow Car***
 - i. **Use**
 - (1) To screen the limousine from:
 - (a) Obstacles or approaching vehicles to the rear.
 - (b) Obstacles or approaching vehicles to either side; and
 - (c) Roadblocks to the front.
 - (d) To evacuate the principal from a “down” or damaged limousine.
 - (e) To push an inoperative limousine out of a “Kill Zone” to a safer location which would allow evacuation.
 - ii. **Tandem “J” Turns**
 - (1) **Use**
 - (a) Used when the road ahead of the limousine is blocked and a ramming option is not desired.
 - (2) **Technique**
 - (a) The AIC tells the shift leader that the road ahead is blocked.
 - (b) The shift leader orders a tandem “J” turn.
 - (c) The limousine driver slows down and allows the follow car to move in front of the limousine.
 - (d) The limousine and follow car threshold brake.
 - (e) Both vehicles reverse direction.
 - (f) The limousine initiates the “J” turn. The follow car begins the “J” turn after the limousine has started to turn
 - (g) When the vehicle complete their turn, both accelerate out of the danger area.

iii. **Limousine Push/Ram**(1) **Use**

- (a) Used when the limousine is inoperable and a ram of a blockade is desired.

(2) **Technique**

- (a) Limousine driver shifts transmission into neutral, AIC informs shift leader that limousine is down.
-
- (b) Shift leader orders the push/ram, indicating where blocking vehicle will be hit.
-
- (c) Follow Car Driver moves up to rear bumper of limousine making contact, and then pushes limousine forward.
-
- (d) The limousine driver steers the limousine toward the impact point.
-
- (e) As the limousine makes contact with the blocking vehicle, the follow car driver accelerates, forcing the limousine and follow car to breach the obstacle.
-
- (f) Both vehicles continue until they are out of the danger area.

Module 11

RADIO COMMUNICATION

1. INTRODUCTION

- a. Technology has produced the ability to communicate in ways unimagined previously.
- b. It is the responsibility of those who use the technology to achieve its full potential.
- c. In Protective Details, communications can, and will with proper use, enhance the effectiveness of security for the protectee.

2. ROLE OF COMMUNICATIONS IN PROTECTIVE DETAILS

- a. Forms of communication include, but are not limited to:
 - i. Vocal (in person)
 - ii. Visual
 - iii. Radio
 - iv. Telephone
 - v. Fax
 - vi. Cables
 - vii. Written
 - viii. Electronic mail
- b. This class is concerned primarily with:
 - i. Radio and
 - ii. Telephones (cellular)
- c. This equipment will be used to perform many functions.
 - i. Emergencies
 - ii. Announcement of arrivals and departures
 - iii. Locations:
 - (1) While moving;
 - (2) at a scheduled stop; and
 - (3) at an unscheduled stop.
 - iv. Exchange of information between agents or a command post (CP) regarding:
 - (1) site;
 - (2) route;
 - (3) possible or actual threats;
 - (4) the protectee and
 - (5) OFFICIAL business
 - v. Other sources of communications media may be used.
 - (1) Local police
 - (2) Federal agents
 - (3) Military equipment

3. RADIO COMMUNICATION NETWORK

- a. Repeaters located throughout the area include
 - i. Airports
 - ii. Military Base(s)
 - iii. Command centre(s)
- b. Command posts of various details that include president, foreign ministry and very important person (VIP) protection.

4. THE COMMAND CENTRE

- a. It monitors multiple radio channels, tracks, and logs detail movements and activities.
- b. The command centre responds to, or directs, requests from
 - i. Overseas operations
 - ii. Field offices, and
 - iii. Personal Escort Details.
- c. Any Personal Escort Detail, in or out of WARN(Wide Area Radio Network), may have a Command Post (CP).
- d. This station is the central location for detail communications, information, and coordination, including:

- i. Work schedules
- ii. Protectee's schedule
- iii. Requests for equipment, and
- iv. Relaying of messages.

5. RADIO NOMENCLATURE

- a. Point-to-point
 - i. A channel using a single frequency for transmitting and receiving short range communications (no more than a few miles).
- b. Line-of-sight
 - i. An unobstructed radio wave path between two transceivers.
- c. Repeater
 - i. A device capable of receiving a signal on one frequency and simultaneously re-broadcasting the same signal on another frequency at a higher power output (part of a DUPLEX CHANNEL).
- d. Dead Spot
 - i. An area where signals may not be received or sent due to natural or man-made obstructions.
- e. Agent-to-Agent
 - i. A channel not linked to a repeater and for short distance communications.
- f. Key
 - i. Depressing the PUSH-TO-TALK button activates the microphone.
 - ii. A code number, cypher, sequence, or device which encrypts communication to provide a secure and scrambled (encoded) signal.
- g. Simplex
 - i. A channel using a single frequency for transmitting and another for receiving. This incorporates a REPEATER to permit re-broadcasting at a higher power, thus allowing for increased range. A DUPLEX CHANNEL can ONLY be used when the agent is in range of a REPEATER.
- h. Talk-around
 - i. A SIMPLEX-CHANNEL matched to a DUPLEX CHANNEL. The receive and transmit frequencies are the same (SIMPLEX), as the frequencies of one certain DUPLEX CHANNEL. This allows communication between one party on the TALK-AROUND and another on the matched REPEATER channel.

6. COMMUNICATIONS EQUIPMENT

- a. ***Agent's Individual Equipment***
 - i. Each agent is provided with standard issue communications equipment.
 - ii. It is an agent's responsibility to ensure the equipment is in working order at all times:
 - (1) The battery is fully charged before the working shift begins.
 - (2) Radio charger is operating correctly
 - iii. Surveillance "wires" for PRS duty receive and transmit communications.
 - (1) Surveillance Wires are a three piece set.
 - (2) The base of the three wire prong is plugged into the port near the antenna.
 - (3) The first wire extension is the ear piece.
 - (4) The second wire extension is your voice transmitter (microphone).
 - (5) The third wire extension in the push to talk button.

7. RADIO USE AND PROCEDURES

- a. Radio use is one of the most important and, at the same time, one of the most misunderstood in Protective Operations.
- b. Some basic guidelines will assist in maximum use of the equipment and in minimizing communication errors and missed communications.
- c. Contact is made by being in the right ZONE and correct channel and then depressing the PUSH-TO-TALK BUTTON.
- d. The name of the party being called should be sAIC once or twice, and then the name of the person calling. Example: SMITH, SMITH - JONES.
- e. A number of responses is possible including: SMITH, go ahead; SMITH, BYE; SMITH. go ahead JONES; or any other simple variation.
- f. AIC's last name is used for the detail name i.e., SMITH CP -- SMITH FOLLOW
- g. While on detail all agents are responsible for continuously monitoring the designated channel and reporting relevant observations and information.

- h. An agent should speak clearly and in a normal tone.
 - i. Raising the voice over other noises does not help.
 - j. Antenna Location
 - i. Radio waves emanate at right angles from the top of any antenna.
 - ii. Therefore, maintaining the antenna in an upright position for transmission is of utmost importance.
 - iii. If the radio is held sideways during transmission, most of the signal will go straight up or into the ground.
8. **RADIO FREQUENCY (RF) PROPAGATION**
- a. Radio waves travel by line-of-site or reflection.
 - b. They are either reflected or absorbed by all objects in their path depending upon the objects density and refractive ability (ability to bend light waves).
 - c. Some radios operate in an ultra high frequency band (UHF) which are shorter waves that travel faster.
 - d. This means they go through denser objects than lower frequencies but they do not travel as far.
 - e. Communication will be affected by surroundings.
 - f. Transmission or reception may not be possible in an elevator on the basement floor of a building, or the range may be extended if standing on a hill in open country.
 - g. Slight changes in physical position in a building, or even the direction faced, will affect transmitting ability.
 - h. The body also absorbs RF energy.
 - i. Transmitting with the radio in a shoulder holster or on belt may reduce the range.
 - j. A simple adjustment of the position or pulling the radio slightly away from the body will help.
9. **SHIFT LEADER RESPONSIBILITIES**
- a. ***Motorcade Operations***
 - i. Call the command centre or temporary command post upon departure.
 - ii. Call the command centre or temporary command post upon departure.
(1) Example: "SMITH CP, SMITH CP, SMITH DETAIL - DEPARTURE"
 - iii. Advance is notified of ETA via a repeater channel.
 - iv. Radio traffic is coordinated between the limousine and follow car in relation to vehicle Movements.
 - v. ADVANCE is notified when approximately five, three, and one minute away from the site and when ADVANCE should change from the REPEATER channel to the designated AGENT-TO-AGENT CHANNEL.
 - vi. The command centre (or CP) is notified upon arrival.
 - b. ***During Walking Moves***
 - i. The shift leader designates agent positioning
 - ii. He also informs detail of impending changes/routes.
10. **DO'S and DON'Ts:**
- a. DO recharge the battery regularly. Even an unused battery will lose 30% of its charge in less than a month.
 - b. DO NOT hold any antenna during transmission, especially those of higher powered transmitters such as vehicles.
 - c. DO NOT put batteries in a bag or pocket with loose metal items. The battery contacts may connect with it, become very hot, and possibly short out.
 - d. DO NOT remove the battery with the hand-held radio turned on.
 - e. This will remove the KEY and it will not be functional in encrypted mode.
11. **TERMINOLOGY**
- a. **ABORT**
 - i. DO NOT come into site and/or terminate the action.
 - b. **AFFIRMATIVE**
 - i. "Yes", or that is correct
 - c. **BREAK**
 - i. Used to show intent of a short pause in communication or a change in content or direction of a message.
 - d. **BREAKING UP**
 - i. Unreadable or transmission is garbled.
 - e. **CLEAR**

- i. No danger at site, or request lane change is safe, or acknowledgment of a message.
 - f. COMMAND POST/CP
 - i. A fixed central position which monitors radio traffic, logs activities, and coordinates needs of the detail.
 - g. COPY
 - i. To indicate a message has been received.
 - h. COPY DIRECT
 - i. To acknowledge receipt of a message transmitted between other agents.
 - i. CURBSIDE
 - i. A location for arrival or departures on the street.
 - j. ETA/ETD
 - i. Estimated time of arrival/departure.
 - k. GO (AHEAD)
 - i. Send message.
 - l. IN THE BLIND
 - i. Sending a message without knowing if the recipient can receive
 - m. LANDLINE
 - i. A fixed line telephone
 - n. MINUTES OUT
 - i. Time until arrival at site
 - o. NEED (ONE) LEFT/RIGHT
 - i. Request for a lane change
 - p. OVER
 - i. Used when a transmitted message is terminated and a response is expected.
 - q. POSITION
 - i. Location
 - r. ROGER
 - i. Understand and will comply.
 - s. ROLL (ON BY)
 - i. A command to begin the motorcade movement or keep moving, do not stop.
 - t. STAND BY
 - i. Wait often used with requested lane changes.
 - u. STATUS
 - i. Where is an agent or what is he doing?
 - v. TRAFFIC
 - i. Message(s)
 - ii. MOVING (we are moving) Protectee in motion
12. **COMMUNICATIONS SECURITY**
- a. **General**
 - i. Measures taken to prevent a third party from receiving or understanding communications.
 - ii. Code words are recommended to establish for:
 - (1) The protectee's name
 - (2) Commonly used site location, such as airports, VIP residences, and government buildings.
 - (3) Call signs should be changed periodically with limited distribution and used properly.
 - (4) Code words should be changed periodically with limited distribution and used properly.
 - (5) Transmissions of time sensitive information should be brief and discussions of times and locations, if possible, should be sent by other means.
 - b. **Eavesdroppers**
 - i. Press
 - ii. Hostile intelligence
 - iii. Friendly intelligence
 - iv. International organizations
 - v. Threat groups
 - vi. Criminals
 - vii. Average citizen

c. **Methods of Intercepting Communications**

- i. Scanners
- ii. Stolen equipment
- iii. Specifically tuned receivers
- iv. Clandestine technical means
- v. Personnel
- vi. NOTE:
 - (1) Unsecured communications may be heard and used by anyone.
 - (2) Conversation by the radio and cell phone should be brief, an agent never knows who is listening.
 - (3) Secure communications should be used when possible
 - (4) Sensitive information should not be discussed on the radio.

13. **VEHICLE EMERGENCY EQUIPMENT**

a. **General**

- i. This equipment is recommended, in addition to communications equipment, each vehicle used in PRS is provided with emergency equipment including flashing lights and a siren.
- ii. Follow cars equipped with controlled flashing lights, are located on the:
 - (1) Roof
 - (2) Grill
 - (3) Rear window
 - (4) Tail lights; and
 - (5) Head lights
- iii. These lights can be controlled separately or simultaneously.
- iv. Alternate locations and limousines, in follow cars are in the:
 - (1) Grill
 - (2) Headlights; and
 - (3) Dashboard
- v. Their purpose is to alert people to the right of way of a large motorcade and its need to stay together, not necessarily that the motorcade must move faster than the traffic flow.
- vi. In the event a protectee is late for an appointment, the AIC or SL will have to justify the decision.
- vii. There is NO REQUIREMENT to expedite a protectee for the sake of his schedule.

b. **Agent Responsibility for Communications**

i. **Equipment**

- (1) Each agent is issued the equipment for an assignment to a Protective Detail.
- (2) It is the agent's responsibility to ensure the equipment is operational at all times including charged batteries.
- (3) Although the radio gear is durable, quality care will maintain optimal performance.

14. **CIRCUMSTANCES IN WHICH EMERGENCY EQUIPMENT IS AUTHORIZED.**

- a. The responsibility to use this equipment rests with the person in charge.
- b. The decision to use it must be justified.
- c. The equipment is to be used for emergency situations, including attacks and medical problems, but CAN NOT be used for any playful or non-official use.
- d. Details may require the use of emergency equipment to move a protectee safely and expeditiously from one location to another, since sitting in traffic may pose a hazard increased vulnerability.
- e. It should be remembered that the response by the public to lights and siren is often erratic and may pose an even greater danger.
- f. There is no need to increase speed because lights and siren are being used.

Module 12

INTRODUCTION TO EXPLOSIVES AND EXPLOSIVE DEVICES

1. A POPULAR METHOD OF ATTACK

- a. The advantage for the perpetrator of being psychologically and geographically distant from the crime makes the use of bombs preferable for the terrorist because.
- b. There is no opportunity to establish a relationship or “bond” with the victim, which a face-to-face encounter might create.
- c. The use of a bomb allows for physical separation from the crime.
- d. A detonating IED destroys or alters physical evidence at the crime scene and increases the difficulty, associated with forensic investigation, in identifying the bomber’s signature.
- e. Detonation caused by IEDs are dramatic because:
 - i. The act ensures extensive, and possibly prolonged, media coverage of the terrorist organization, its goals and the crime committed; and,
 - ii. The damage incurred may take time to repair and provides a daily reminder of the crime.
- f. IED’s can be simple and inexpensive to construct.
- g. Extensive knowledge of electronics or explosives is not required.
- h. Many IED components are available commercially.
- i. Pipes, electronic components, flashbulbs and black powder are available at little cost or risk to the purchaser.
- j. Household products and chemicals can be combined to form explosive filler material.
- k. Low explosives such as black or smokeless powder can be legally purchased.
- l. Military and commercial explosives may be stolen or provided by sympathizers.
- m. Publications are available providing instructions on IED fabrication.
- n. An IED only has to work once.
- o. An IED can produce multiple deaths in spite of its comparatively small size.
- p. IED’s are easy to place and conceal.
- q. The only limitation placed on IED construction, initiation, concealment or placement is the extent of the bomber’s imagination.

2. RECOGNITION OF IEDs AND THE APPROPRIATE RESPONSE

- a. Look for items which are out of the ordinary.
 - i. Luggage, briefcases or packages that are left unattended.
 - ii. Items which do not conform to their surroundings:
 - (1) Loose, clean wires on vehicles;
 - (2) New items of unexplained origin and/or
 - (3) Suspicious packages inside of, underneath, or attached to vehicles.
- b. Check out unusual behaviour by individuals:
 - i. Surveillance of the premises;
 - ii. Unexplained or unexpected deliveries; and
 - iii. Suspicious conduct in or near public places (i.e. airports, restaurants).
- c. Intelligence:
 - i. Understand the terrorist threat in your area; and
 - ii. Become familiar with the method of operation of local groups.
- d. Appropriate reactions to an IED can save lives.
 - i. Never Touch an IED
 - ii. Recognize its potential danger and clear the area in an expeditious manner.
 - iii. Notify the proper authorities.
 - iv. Keep a minimum safe distance of 100 yards.
 - v. If you can see it, it can see you. Take cover.
 - vi. NOTE:
 - (1) Some terrorist groups initiate secondary explosives near the original explosion causing casualties among the responding authorities and curiosity

seekers.

(2) If a detonation has occurred, move away and stay away.

3. IED CONSTRUCTION AND CATEGORIZATION

a. **IED Components**

i. IEDs are usually made up of four components:

(1) **The Container**

(a) The container simply holds the explosives in place. It could be the paper wrapper around dynamite or a coffee can holding homemade explosives. The container could also provide fragmentation as in a pipe containing black powder. In some cases a container may not be present as in cast TNT.

(2) **The Main Charge**

(a) The main charge is the explosive or incendiary filler.

(3) **The Detonator**

(a) The Detonator causes the main charge to explode.

(b) The detonator could be a blasting cap, flashbulb or a percussion primer.

(4) **The Fuse**

(a) Finally, the fuse is used to fire the detonator. It could be a simple burning time fuse or it could involve a complex system of electronic or non-electric.

(b) IEDs can be electrically or non-electrically initiated.

(i) **Electrically Initiated IEDs**

1) Electrically-initiated IEDs would be those that use electric blasting caps or flashbulbs and require a power source such as a battery, wall plug or charged capacitor.

(ii) **Non-Electrically Initiated IEDs**

1) Non-electrically IEDs would be those that use electric blasting caps or flashbulbs and require a power source such as a battery, wall plug or charged capacitor.

2) Non-electrically-initiated IEDs are those that use a burning fuse or percussion primers.

3) Military booby raps are a good example of percussion primers.

b. **Categories**

i. IED's can be categorized into four different types.

- (1) Time delay
- (2) Victim activated (booby trap)
- (3) Command
- (4) Environmental

ii. **Time Delayed**

- (1) clocks and watches
- (2) burning fuse
- (3) chemical reaction
- (4) metal fatigue
- (5) electrical systems

iii. **Victim Activated (BOOBY TRAPS)**

- (1) Mercury switch
- (2) Mouse trap
- (3) Clothes pin
- (4) Loop switch
- (5) Anti-Disturbance

iv. **Command**

- (1) Radio
- (2) Wire and/or
- (3) Pull Wire

- v. **Environmental**
 - (1) Barometric (altitude)
 - (2) Temperature sensitive and,
 - (3) Light sensitive
4. **MILITARY CIVILIAN AND IMPROVISED EXPLOSIVES**
- a. **Military Explosives**
 - i. C-4
 - ii. TNT
 - iii. PETN (deta sheet)
 - iv. Military dynamite (AN base)
 - b. **Commercial Explosives**
 - i. Commercial explosives (NG base)
 - ii. Water gels
 - iii. Binaries
 - iv. Black powder
 - v. Smokeless powder
 - vi. ANFO (ammonium nitrate and fuel oil)
 - c. **Improvised Explosives**
 - i. Chlorate Mixtures
 - (1) Potassium chlorate and sugar
 - (2) Potassium chlorate and red phosphorus
 - ii. AN Mixtures
 - (1) ANFO
 - (2) anal (ammonium nitrate and aluminium dust)
 - iii. Incendiary Mixtures
 - (1) HTH and score hair gel
 - (2) Sodium peroxide and water
 - (3) Match heads and battery acid
 - iv. Black Powder
 - (1) Black Powder if often homemade (high school, college) and less stable than commercially manufactured.
 - (2) NOTE: Frequently a mixture or compound that would normally burn rapidly, such as smokeless powder, will detonate when confined.
5. **MOLOTOV COCKTAILS**
- a. **General**
 - i. These can be made in many different ways.
 - ii. The two most notable are:
 - (1) The classic Molotov that uses a saturated burning wick which ignites the filler when the bottle is broken.
 - (2) The sealed Molotov uses a chemical reaction to ignite the filler when the bottle is broken.
 - iii. Normally, the chemicals are sulfuric acid mixed with the filler and a sugar/chlorate mixture in a sock or rag on the outside of the bottle.
 - b. **Molotov Cocktail Attacks**
 - i. If you are attacked with a Molotov while in a vehicle, continue to move.
 - ii. A moving vehicle may catch fire if the burning filler ignites the tires and grease under the car.
 - iii. If you stop when attacked, you are now at the mercy of the attackers.
6. **LETTER BOMB CONSTRUCTION**
- a. **General**
 - i. These bombs are made with a flexible explosive and a booby-trap initiator designed to function upon opening.
 - ii. Most letter bombs can be discovered with a metal detector or x-ray.
 - b. **Identifying Features**
 - i. Typical identifying (I.D.) features include:
 - (1) Excessive postage
 - (2) Bulkiness and stiffness
 - (3) An incorrect title or address

- (4) Excessive wrapping
- (5) Stains on the letter or parcel
- (6) Excessive weight; and/or
- (7) Misspelled words

- c. **Methods of delivery:**
- i. Through channels or regular mail; or
 - ii. Hand delivered, which may be unexpected.

7. GRENADE CONSTRUCTION & SAFETY PRECAUTIONS

a. General

- i. This is similar to that of an IED and, since its fusing is usually time-delayed, the two systems readily adapt to various booby-trap functions.
- ii. Employ extreme caution when handling.
- iii. Hand grenades are usually comprised of a container, main charge or filler, detonator, and fuse.
- iv. Most hand grenades have a two-to-five second time delay that begins when the firing pin strikes the primer and ignites the time delay.

b. Immediate Action:

- i. If the grenade is close, kick it away, shout "Grenade", and take cover.
- ii. To determine if the grenade is close enough to kick, use the "one step rule". If you can reach it in one step, kick it.
- iii. Drop down prone, heels together, arms close to the body, with the hand facing away from the grenade.
- iv. If the grenade is far away, get behind cover and drop to the prone position.

8. THE ANTI-TANK ROCKET WARHEAD

a. General

- i. This weapon derives its ability to pierce armoured targets through its shaped charge technology and concentrates the explosive force and heat to a desired point to enhance penetration.
- ii. In the hands of the terrorist, these weapons present a significant threat to Americans in many parts of the world.
- iii. These weapons provide the terrorist with the ability to penetrate armoured sites and vehicles as well as a method of delivering explosives from outside the security perimeter.
- iv. Some of these weapons, their country of origin, and their effective range are as follows:

Weapon	Country of Origin	Maximum Effective Range	Penetration Capabilities
RPG-2	Russia	150m	7 inches
	Chinese	150m	10 inches
RPG - 7	Russia	300m moving target	12-13 inches
		920m stationary target	
RPG - 18	Russia	200m moving target	14.6 inches
		350m stationary target	
M72 LAW	United States	150m moving target	11.9 inches
		300m-1000m stationary	

9. PERSONAL AND DETAIL SECURITY PROCEDURES TO COUNTER THE THREAT OF THE TERRORIST BOMB.

a. General

- i. Most terrorist bombings follow a sequence of events. Very few are "Spur of the moment." An understanding of what occurs will help in defending against the threat.

- b. **Sequence of Events Leading to Terrorist Attack**
- i. **Target Selection**
 - (1) Many times terrorists will have a list of targets, both primaries and alternates.
 - (2) They like soft targets.
 - (3) Keep yourself and your facility hard.
 - (4) If they are determined to make a statement, let them make it elsewhere!
 - ii. **Site Surveillance**
 - (1) This may be your first indication of trouble.
 - (2) Many times during post blast investigations, it was found that surveillance was present and noticed but not reported.
 - iii. **Rehearsal/Dry Run**
 - (1) Obtain visa to target country
 - (2) Bring in devices
 - (3) Observe security procedures and If found, reaction
 - iv. **Construct device**
 - v. **Plant Device - Willing or unwilling**
 - vi. **Escape**
 - vii. **Exploit the act**
- c. **Security Procedures**
- i. Security procedures to follow in order to counter the terrorist bomb threat involve adherence to already existing security guidelines.
 - ii. Use common sense and always be aware of your surroundings.
 - iii. Be alert! Know what is going on around you.
 - iv. Notice lone cars or people who are loitering and out of place when you are at your residence, en route or at post.
 - v. Vary your itinerary as much as possible.
 - vi. Constantly change departure times, arrival times, route travelled and even vehicle if possible.
 - vii. Perform a routine vehicle search each time a vehicle is left unsecured.
 - viii. Establish mail and package processing procedures at home and at work.
 - ix. Establish and exercise a bomb search plan to handle bomb threats and suspicious devices.

10. **VEHICLE SEARCH PROCEDURES FOR IMPROVISED EXPLOSIVE DEVICES**

- a. **An External Vehicle Search for IEDs**
- i. When, how often, and to what extent a search is conducted is dependent on the following factors.
 - (1) **Intelligence:**
 - (a) Who is doing what to whom, and how are they doing it.
 - (2) **Threat level:**
 - (a) Are we targeted?
 - (3) **Vehicle Security**
 - (a) Was the vehicle unsecured and, if so, who had access to it, and for how long?
 - ii. Externally, search as much of the vehicle as possible before having to touch it.
 - iii. When opening doors and hoods, do so slowly, looking for wires or devices at all times.
 - iv. There is no correct sequence to follow when externally searching a vehicle.
 - v. The key is to develop a consistent, comprehensive checklist that is easily remembered.
 - vi. You are looking for signs of tampering, an indication that something is wrong, as well as a device itself.
 - vii. If a device is found or you notice indications that something is wrong, **DO NOT TOUCH IT!**
 - viii. Evacuate the area and notify the proper authorities.
 - ix. You want to keep the vehicle (government or personal) as sterile as possible.
 - x. Leave the interior clean and empty including the trunk.
 - xi. If you leave trash, boxes and bags in the vehicle it makes it easier for the terrorist to hide a device.

- xii. The following steps are a recommended guide. You should tailor the checklist to your particular vehicle search and situation.
- (1) Check the area around and under the car for:
 - (a) Obvious devices and packages
 - (b) Bits of tape wire string, safety pins or clumps of dirt.
 - (c) Footprints or other indications of tampering.
 - (2) Look inside the vehicle through its windows for any items that may not belong there.
 - (3) Look under the dash, on the floor, and under seats for partially hidden parcels.
 - (4) Look for signs of forced entry around the doors, hood, windows and trunk.
 - (5) Fingerprints are a good indication of tampering.
 - (6) Look into the exhaust pipe.
 - (7) Check the gas cap for signs of tampering
 - (8) Check inside the neck of the gas tank for foreign material.
 - (9) Look for fingerprints on the hood, trunk and hubcaps.
 - (10) Look under, around, and on top of all four tires.
 - (11) Look under bumpers, wheel wells, and around the gas tank and engine.
 - (12) NOTE:
 - (a) A blocking pin may be installed in an exhaust pipe to prevent placement of a device.
 - (13) NOTE:
 - (a) A flashlight and mirror device will facilitate searching under the vehicle.
 - (b) They can be purchased or easily fabricated.
- b. ***Entering A Vehicle and Conducting An Internal IED Search.***
- i. The internal search is conducted in three phases:
 - (1) the engine compartment,
 - (2) trunk or storage compartment,
 - (3) and the driver/passenger compartment.
 - (4) NOTE:
 - (a) When opening doors and hoods, do so slowly, looking for wires or devices at all times.
 - ii. The Engine Compartment - Check:
 - (1) Wires or devices attached to the hood.
 - (2) Packages or containers that might contain explosives or incendiaries
 - (3) Activating devices attached to the engine, fan or linkage.
 - (4) Devices in the air cleaner or equipment mounted to the fire wall.
 - (5) Electrically initiated devices attached to battery operated equipment, such as the air conditioner and windshield wipers; and
 - (6) Suspicious wires or alligator clips located around the battery.
 - iii. The Trunk Or Storage Compartment - Check:
 - (1) Wires or devices attached to brakes and rear signal lights;
 - (2) Under the floor mats;
 - (3) Under the floor mats;
 - (4) Under and behind the spare tire; and
 - (5) The area behind the rear seat.
 - iv. The Driver/passenger Compartment - Check:
 - (1) NOTE:
 - (a) The interior search of the driver/passenger compartment should start with the floor and under the seat, then work up.
 - (2) Wires or devices attached to the doors or wedged between the door and the seat;
 - (3) Door panels for signs of tampering;
 - (4) Under seats and dashboard
 - (5) Floor mats;
 - (6) Ashtrays, speakers, cigarette lighters, vanity and dome lights
 - (7) Under head rests;
 - (8) Sun visor

- (9) Glove compartment
(10) All electronic equipment, and then run the motor for about five minutes.
11. **BUILDING SEARCH PROCEDURES FOR IMPROVISED EXPLOSIVE DEVICES**
- a. ***Bomb Threat Plan***
- i. Create a search plan.
 - ii. Be sure the plan is approved by whomever will have the final word.
 - iii. Decide who will initiate a bomb search and/or an evacuation and on what grounds they will do so.
 - iv. Search Systematically.
 - v. Follow a pattern.
 - vi. Start somewhere and End somewhere and cover everything in between.
 - vii. This is just as important for buildings as it is for rooms.
 - viii. Thoroughly search one area before going on to another
 - ix. Do not waste time but do a thorough job.
 - x. This is where planning and training are essential.
 - xi. Two man search teams are preferable.
 - xii. The “Buddy System” provides double coverage, decreases search time, offers back-up and, should a suspect package be found, one member can secure the area while the other notifies the command post.
 - xiii. A one-man search is acceptable but adequate communication is vital.
 - xiv. The team **MUST** be able to communicate with the command post.
 - xv. Using a radio may set off a device (RF energy).
 - xvi. There are also risks in using unsecured radio nets. **WEIGH THE OPTIONS.**
 - xvii. Modify the environment as little as possible.
 - xviii. If the lights are on, leave them on; if they are off, leave them off.
 - xix. Touch and move things as little as possible.
 - xx. Use mirrors when you can.
 - xxi. Always be aware of the risks of booby-traps.
 - xxii. **NEVER TOUCH** a suspicious object.
 - xxiii. Standardize markings for areas searched and objects found.
 - xxiv. When an area has been searched, it should be marked as such so that other members of the search team do not duplicate the effort.
 - xxv. A standard, clear mark for suspicious packages will alert team members to the danger and identify the location to IED personnel.
 - xxvi. The decision to conduct a detailed room search should be based on the rational analysis of a received threat
 - xxvii. As a rule of thumb, the more detailed and specific the threat the more likely it is to be real.
 - xxviii. While not a “Search Team” the command centre is a critical element of the organization.
 - xxix. All operations are controlled and coordinated from the command centre.
 - xxx. Whoever staffs this area must be in communication not only with the search teams but with the “decision makers” of the area being searched and with the local IED teams, fire and ambulance units.
 - xxxi. Time is Critical. If a time device is suspected, you should plan to evacuate the search teams at least half an hour before the detonation time.
 - xxxii. As well as watching the clock, the command centre should keep a log of all significant events.
 - xxxiii. This adds order to the process and anything you can do to organize and rationalize the search will save time and increase efficiency.
 - xxxiv. Search Teams Should Start Simultaneously.
 - xxxv. The teams should be sure to cover all the areas in their assigned location.
- b. ***Four Types Of Search Teams.***
- i. External
 - ii. Public area
 - iii. Lower Level
 - iv. Individual Room
12. **EXTERNAL SEARCH TEAM**
- a. The area most frequently overlooked is that of “public access”

- b. All possible areas of concealment near the building must be searched.
 - c. A bomb does not always have to do great damage to be effective.
 - d. Fire escapes and roofs must also be checked.
 - e. In an era of car bombs, it would be wise to limit and control access by vehicles.
 - f. Do not be afraid to ask questions if something does not seem right. If you cannot find the owner of a vehicle parked in a critical place, start to assume the worst.
 - g. By minimizing the amount of garbage and containing it in a place far from the building, you will simplify your bomb search procedures and increase your level of security.
13. **PUBLIC AREA SEARCH TEAM.**
- a. Logically, the areas of highest risk in any building are those areas most easily accessible by the public.
 - b. One way to limit the risk in these areas is to screen the public as they enter and also to have guards watching for suspicious packages or activities.
 - c. Another way would be to minimize the number of places, in an area, where a device could be hidden. Cylindrical ash trays, garbage cans, plants, under benches, etc, all could provide a place to hide a bomb and therefore must be searched.
 - d. Do not forget the obvious places.
 - e. When were the fire extinguishers last filled and by whom?
 - f. Search carefully and thoroughly but do not waste time.
14. **LOWER LEVEL SEARCH TEAM**
- a. Generally speaking, the lower a bomb is placed in a building, the more damage it does.
 - b. For this and all other spaces it is best if the searches are people who generally work in the area as they can more easily recognize what belongs and what does not.
15. **DETAILED ROOM SEARCH TEAM**
- a. This is possibly the most complicated and time consuming of all the team assignments.
 - b. A ball of string, a flashlight, search mirrors and some tape will make the job of searching easier, safer and more efficient.
 - c. A room search card that carries a check list can help organize a team.
 - d. A generic card for each of the four teams is a good memory aid for the searches.
16. **DETAILED ROOM SEARCH PLAN**
- a. The first step in any room search is to STOP, LOOK and LISTEN.
 - b. Look for anything unusual and listen for unusual sounds (such as ticking).
 - c. TAKE YOUR TIME. Turn off any noise makers if necessary.
 - d. Do this carefully as not to disturb other things in the room.
 - e. ***String Method***
 - i. Place the string on the floor, just inside the door, and begin searching everywhere from floor to ceiling just on the other side of the string.
 - ii. When a decent amount of space has been covered on the size of the room and the complexity of the job), the string is moved forward and the search continued again on the floor side of the string.
 - iii. Continue this way until the entire room has been covered.
 - iv. The last step in the room search is to check the false ceiling if there is one.
 - v. This can be done either with or without a search mirror by lifting one of the ceiling panels and scanning the inside surface.
 - vi. Lift as many panels as necessary to view the entire ceiling surface.
17. **USE OF EXPLOSIVE ORDNANCE DISPOSAL (EOD) AND BOMB DOG TEAMS**
- a. ***General***
 - i. Using an EOD/dog team involves coordinating their role with that of the protective detail.
 - b. ***Planning Considerations.***
 - i. Before requesting the use of EOD/dog teams during protective operations, several things must be considered.
 - (1) Team availability
 - (a) How many EOD/dog teams are needed?
 - (b) NOTE: Most military dog handlers are not EOD qualified.
 - (2) The threat level against the principal
 - (a) Is the local political situation unstable, and what is the level of terrorist activity in the country and throughout the region?

- (3) Need for underwater search
 - (a) If the principal will be using a water craft an underwater search will be required,.
 - (b) This must be stated in the EOD support request.
 - (c) Usually only NAVY EOD is underwater qualified.
 - (4) Available dedication assets for team support.
 - (a) Consider how many protective agents will be available to maintain the integrity of secured EOD/dog-swept sites.
 - (b) Reserve the appropriate transportation for the EOD/dog team, such as vehicles (sedan, van and pick-up) and air and water crafts.
 - (c) Set aside radios and x-ray equipment, and set up a package room, and disposal area.
 - (d) Create a realistic plan for EOD/dog deployment which takes into consideration time, distance, and team limitations.
 - (e) When making room reservations ensure the hotel/motel will accept dogs.
- c. **Various EOD/dog Team Activities**
- i. Sweep principal's residence, office, and/or hotel suite, lobby, and elevators.
 - ii. Sweep limousine, follow and lead cars, and spare limousine
 - iii. NOTE: If dirty work is required (I.e>, vehicle sweep) advise EOD personnel. This will allow them to dress accordingly.
 - iv. Screen the media and its equipment with a walk-through or hand-held metal detector; and a dog, if available.
 - v. Check routes for suspicious vehicles, objects, or potential locations for explosive devices in advance of the motorcade.
 - vi. If possible, place an identifying marker on all checked objects to let passing motorcade know they are cleared.
 - vii. Notify motorcade of route security.
 - viii. Check airport runways, tarmac, cargo, cargo and holding areas, and VIP lounge.
 - ix. Sweep mail, gifts and packages, in a room located at or near the point of entry into your secure area, to avoid bringing an uncleared item into your protective circle.
 - x. Sweep and mark luggage and carry-on baggage prior to boarding.
 - xi. Check sites with advance agents. After a site is cleared it must be posted to ensure its integrity.
- d. **Locations and Security Procedures.**
- i. **Office/residence**
 - (1) Once an area has been cleared by an EOD/dog team, detail agents must restrict access to cleared employees and official visitors only.
 - (2) Access is controlled by:
 - (a) ID badges;
 - (b) ID pins; and
 - (c) Escorts.
 - (3) The principals office and residence should be checked periodically by an EOD/dog team and spot-checked by a security team to maintain integrity.
 - ii. **Security Vehicles**
 - (1) Conduct periodic checks with an EOD/dog team.
 - (2) Secure the limousine at all times by:
 - (a) Keeping it locked in a garage; and
 - (b) Posting security 24-hours-a-day.
 - (3) All vehicles should receive daily inspection by the security agent assigned to drive the vehicle.
 - (4) Spot-checks must be made by the agent's supervisor.
 - iii. **Hotel/Conference Rooms**
 - (1) Complete a hotel room check at least one hour prior to the arrival of the principal.
 - (2) Check the suites above, below, across and on either side of the principal's.
 - (3) If possible, check the safe haven and other offices you plan on using.

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- (4) For public events or gatherings in large conference rooms, allow enough time to check the site while controlling access to it. Take into consideration:
 - (a) The size of the location.
 - (b) The number of EOD/dog teams required.
 - (c) The time needed to search the site; and
 - (d) The number of protective agents needed to secure it after an EOD/dog sweep
 - (5) Post all cleared sites to maintain integrity.
 - iv. **The Package Room**
 - (1) Establish this room at or near a public access point into the facility.
 - (2) The site should be far enough away from the principal's location to prevent harm in the event of a detonation.
 - (3) Use metal detectors, x-ray machines, and/or dogs to screen items.
 - (4) All staff/employees should know the package room location and that all packages, parcels, and deliveries go there first and not directly to the principal.
 - v. **Baggage**
 - (1) All baggage (including that of the security detail) should be picked up at a specified time from the hotel/residence prior to the scheduled departure of the principal.
 - (2) Baggage should then be checked at a separate location (i.e. the package room) for explosive devices.
 - (3) The cleared luggage is then loaded into a secured vehicle (previously swept and with a security escort.) for movement to the aircraft or boat.
 - (4) Luggage allowed to pass from security's control has to be checked again.
 - vi. **Air/Water Craft**
 - (1) The transport must be checked prior to boarding by both an EOD/dog team and a bomb dog.
 - (2) Once cleared it must be posted, limiting access only to essential personnel.
 - e. ***Protective Security Protocol with EOD/Dog Technicians***
 - i. Respect EOD/dog policy regarding deployment, use, and disposal of any explosive devices discovered.
 - ii. EOD/dog team has swept an area or checked an item, secure with a protective agent.
 - iii. Allow sufficient time for the team to rest upon arrival, as a well-rested team provides better service.
 - iv. When briefing the EOD/dog team, provide the latest and most complete threat information available. This will assist them in identifying potential IED's and their locations.
 - v. Be responsive to their needs. If they require any special assistance to perform their function, be prepared to provide it.

SURVEYS & PRO-FORMAS**RESIDENTIAL SECURITY**

Passive walls or
fences nine feet in height, or

Active perimeter entrances with
Active vehicle barriers
Gatehouses

Does the area have a standoff zone?

Building's exterior:
Windows
grills on ground floor windows
grills have an emergency release
are windows accessible from trees or balconies?

exterior of the building are:
Solid wood core, with a
door viewer

Is the neighbourhood residential?
with detached single-family homes
high rise structures, and/or
garden apartments
or commercial, with office buildings

Alarms on the building's are

On doors and
windows

Is the alarm system equipped for a
local annunciator and/or
centrally monitored
is there a fire alarm?
Do all alarms have a battery back-up?
What are the maintenance procedures?
Does the building have a panic alarm?

Lights are located
Outside and
at entrance

Door locks
deadbolt
double cylinder if within 40 inches
of an ungrilled window

Window locks
Are non-ventilating windows screwed shut
Are ventilating windows, keyed to permit
locking when the window is partially
opened.

Smoke Detectors

One or more
battery operated

Window film
Recommended when bombs or missiles
are a possibility

Mobile response
When an alarm system is activated a
mobile response is recommended.

Radio is required

safe haven has
Reinforced door with a
door viewer
radio and
second egress.

BASIC ADVANCE SECURITY CHECKLIST

Meet with site contact and/or security official and discuss the
event. Include such topics as:

Known threats associated with visit.
Possibility of press attendance.
Security hazards inherent with site.

Determine routes/choke points/traffic patterns to the site.

Establish the meet and greet scenario and physically walk
through the scheduled program with the site contsct.

Determine arrival and departure points and motorcade staging
areas.

Locate holding room/ safe haven with telephone.

Determine location of bathrooms.

Location of stash car and emergency evacuation routes from
within the site.

Establish how, when, and by whom the elevators will be
held. Know alternate stairways.

Determine physical barrier requirements and establish screening points.

Determine agent/support personnel posting.

Arrange for technical and bomb sweeps to include package
and gift inspection.

Prepare attack, medical, and fire reaction plans for the site.

Establish security arrangements as they pertain to the press

Conduct records check on employees at the site.

ATA QUICK ADVANCE SECURITY CHECK LIST

HAVE YOU:

Meet with site contact and/or site security official and discuss the event.

--Know threats associated with visit

--Determine possibility of press attendance

--Determine security hazards inherent with site.

Establish the "meet and greet" Scenario and physically walk through the program with the site contact.

Determine arrival and departure points.

Locate holding room/safe haven with telephone

Determine locations of bathroom

Arrange for motorcade parking and security.

Location/distance/telephone number of nearest hospital.

Contact detail with route information and site specifics.

ELEMENTS OF SITE SURVEY

NAME & ADDRESS OF SITE

TIME OF EVENT

DATE:

ADVANCE AGENT

CONTACTS

SITE DESCRIPTION

SCENARIO (WHAT THE Protectee WILL DO AT SITE):

PRESS HANDLING/SITE SECURITY CONSIDERATIONS:

AGENT INSTRUCTIONS:

REACT PLANS:
MEDICAL

FIRE
ATTACK

A SITE SURVEY FORMAT

St. Pauls Cathedral

138 Tremont Street

Boston, MA

DEPARTURE OF EVENT:	June 15, 1991	1330-1530 hours
ADVANCE AGENT:	Joseph Blows	
SITE CONTACTS:	Caroline Mervin Bishops Office	(617) 343-5096
	Michael Blair International Children's Fund	(617) 799-4356

SITE DESCRIPTION:

The site is a stone structure, the front of which faces Tremont Street (a one way street north bound). The building is abutted against other buildings on three sides, the only access is from Tremont Street and up half a dozen stairs to three sets of double doors or through an office entrance which is at the street level to the right of the stairs. The building consists of two floors and an attached five story office section to the rear. The bottom floor consists of a meeting hall, a kitchen and bathrooms. The main floor is the sanctuary with four rows of pews, two rows to each side and two rows in the middle separated by a central aisle, with a raised alter to the rear of the entry point, and a choir loft over the main entrance.

SCENARIO:

Prior to the protectee's arrival, 600 invited guests will have been seated in the pews and the choir loft. The motorcade will stop in front of the main entrance on Tremont Street for a left hand drop. The protectee will enter through the ground level door leading into the offices. The protectee will walk down a long hallway and at the end turn left onto a short stairway. At the top of the stairs is a door leading onto the rear of the alter. The protectee will remain on the alter for the duration of the program which will consist of her giving a speech and then listening to other speakers and a choir. Upon completion of the program the protectee will retrace her steps back to the motorcade.

AGENT INSTRUCTIONS:

Posting - One agent each will be pre-posted inside the front doors (the door to the church and the door to the office), one agent in the holding room and one agent in front of the alter.

Supplemental posts in the choir loft and on either side of the alter will be posted by motorcade agents.

SITE SECURITY:

An END sweep of the alter and the Holding room (which will be the vestibule behind the alter) will commence at 1200 hours. External security will be provided by the Boston City Police Department and internal security will be provided by DS Agents.

REACT:

In the event of a medical emergency, the protectee will be evacuated via motorcade to Massachusetts General Hospital. Travel time is approximately 5-7 minutes.