

Executive Protection for Corporate, Community, and Political Targets

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Recommended Distribution: *Distribute this information to “Upper” management and management' teams, Board of Directors and volunteers, security and maintenance personnel, outside service personnel to include janitors, visiting nurses, and contracted service providers who have 24 hours access to your property.*

Purpose, Goals and Objectives: *The purpose of this paper is to pull together what we've learned from recent terrorist attacks and strikes against corporate executives, politicians, and victims of robbery, mugging, rape, home invasions, stalking, bomb threats, and violence in the workplace. Goals include creating handouts for traveling executives and politicians, briefing tools for security personnel and law enforcement, and contingency planning guides for emergency response personnel during a terrorist attack.*

The primary objective is to improve the security we provide a potential terrorist target before, during, and after an attack. Incident Commanders should use this paper when briefing their Chief of Operations, Planning, Logistics, and Finance. Political front-runners, event organizers, and local law enforcement should use this paper to create security performance standards before, during, and after any large scale public gathering.

Introduction – Managing The Risks of “Being in The Public’s Eye!”

*“Executive Protection” white papers are based on personal experience, and the real life, on the job experiences of law enforcement and private security professionals from North and South America, Europe, The Caribbean, Africa and Asia. I specifically thank fellow RMLC faculty **Shawn Smith**, Owner/CEO/President M.P.I. Midwest Protection Incorporated, **Anthony “Tony” Conti**, Retired Detective Specialist with 17 years active duty in the NYPD's "Emergency Service Unit", currently CEO of "Tact-Source" Consulting, L.L.C. and **Neil Purtell** Retired FBI agent, Neil worked on Waco, the Oklahoma City bombing, at the World Trade Center on 9-11.*

These papers recommend the professional performance standards and response protocols used by those who protect international dignitaries. They are no less important when you're called on to protect the local political personality or company executive. No matter who you're called on to protect and defend, it's a duty that should be taken seriously, preformed diligently, and executed flawlessly.

Thank you for your Risk Management efforts!

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Identify and Measure Targets of Hostel Aggression

Running for political office, leading a charge during a heated campaign, making the decision to downsize a company, firing or force retiring a trusted employee, taking a stand on your convictions, your principles or your morals, or just parking once too often on your neighbors grass can make you a target of someone's wrath. While life isn't predictable, the odds of being shot, extorted, rapped or robbed can be predicted and in most cases avoided. Let's face it, no matter how nice you are, at some point you're bound to step on someone's toes.

I start with this reality check to convince everyone to pause and identify anyone who might pose a threat to you, your family, or those standing near you as you move through life. Consider your job and the relationship you have with fellow employees, your reputation in your community, and you're latest stand on sensitive issues. Now, assess each threat and prioritize those who might be happy if something bad should happen to you, your family, or your property. *Read our faculty briefings on "profiling" suspects and analyzing crime scenes.*

Thank you! You've now taken the first two steps in the three step Risk Management (RM) process. You've identified and measured the speculative risks associated with being in the public's eye. This paper will focus on managing what I've termed, your "Celebrity" risks. *These are the risks you take when you set out to make a difference in someone else's life.*

You're just as dead being shot by a robber as shot by a jealous husband!

Your list of risks (being shot, killed, extorted, etc.) and potential threats (terrorists, muggers, robbers, etc.) will change depends on your profession, stand on sensitive issues, reputation, or chosen "walk-through-life. Risks and threats might be unique to you and change as you take on new responsibilities, accept knew challenges, or fail to mend the fences that separate you from your enemies. For example, changing jobs, running for political office, or writing an antagonistic editorial can increase both your exposure to harm and the probability you'll be targeted.

While I write this paper for corporate executives, candidates for political office, elected officials, and those considered a celebrity or "dignitary," I strongly recommend everyone adopt my recommend policies, procedures, and protocols to ensure their personal safety. The facts are, stalkers stalk for many reasons, robbers rob for money, and political activists protest to be recognized. So, if you have public appeal, money, or a point of view, you're bound to be a target. This paper will help you avoid the risks you can avoid and reduce the risks you can't.

Reduce Your "Celebrity" Risks!

Controlling risks is a five step process (Avoid, Reduce, Spread, Assume, and finally Transfer). You can't avoid Celebrity risks so you must do what you can to reduce your

exposure to harm. Start by training those around you (family members, security guards, fellow employees, etc.) so they will recognize a possible threat, provide you with increased protection, guide you to a bailout route, and come to your rescue if and when you've been attacked. *Share this information with campaign front-runners, parade organizers, local law enforcement and event planners at least 60 days before public events so those responsible for your safety, will have time to prepare.*

Before You Leave Home - Dress for Success & Prepare to be the Hostage:

Remember your mom's advice to dress warm, wear a hat and comfortable shoes, don't forget your gloves, take your vitamins, and don't forget to listen to your older brother? Well hit the campaign trail if need be with a bullet resistant vest and running shoes so if you need to escape from harms way you'll be ready to act on commands from your body guards. If you're taking medication, have at least 14 days supply on your person in case you become a hostage. Your body guard should be briefed on physical limitations and when on the road, carry a sealed envelope containing any special medical attention you might need if taken hostage. Such confidential information should be sealed in an envelope with your signature over the seal. The envelope should not be opened unless needed by medical providers or hostage negotiators.

Your family and your office should have a detailed itinerary to include where, when, and how you'll be escorted between venues. Before leaving home; hold family briefings and discuss when, how, and why you'll keep in touch. Discuss when you expect to be home and how to contact you in an emergency. **Note:** *Refer to executive protection and hostage negotiation faculty briefings and the Locate – Lockdown – and Link section of this paper for specific instructions. To answer “why” you should keep in touch with family? Refer to our programs on managing trauma.* Trauma is reduced when everyone knows what to expect. Regular contact helps reassure family members you are safe, healthy, and in control.

Locate – Lockdown & Link – Position Yourself to be Rescued?

Executives, politicians, dignitaries, celebrities, and their family members are often the target of kidnappers, extortionists, and political activists looking to extort money or intimidate to gain the upper hand during a current debate, negotiation, election, or event of public interest. While many such threats are real, many are bogus and are used primarily to intimidate and take control of the public spotlight. To manage these risks, you need to be positioned, trained, and ready to take control, launch an appropriate response, identify a potential crime scene, and immediately move to the defense and protection of all perceived targets (*Refer to our white papers and tutorials on “The Incident Command System*).

The goal of the “Locate – Lockdown - Link” RM strategy is to position law enforcement, your board of directors, your campaign headquarters, and your family so they can quickly locate you, lock you down (place you within a secured perimeter), and link you to an

Incident Command Center (ICC), Emergency Operations Center (EOC), or hostage negotiator through secured communication links.

Before Leaving Home:

Prior to leaving your home or home base, you should file a detailed travel itinerary, often referred to as your IT or itinerary. If your travel is confidential, place the IT in a sealed envelop with your signature over the seal with instructions such as, “To be opened only in case of an emergency.” A copy of the IT should be kept at your home, your campaign headquarters, and on the person of your primary contact which might include your body guard, campaign front-runners, administrative assistant, and driver.

The details you include in your IT should reflect law enforcement’s perceived level of threat to you and your family. I underscore perceived because event security must consider the “worst case scenario” rather than the typically false sense of security encouraged by event organizers trying to assemble an audience. When you’re running for political office or if you’ve already received verbal threats, your IT should be very specific as to where you’ll be on an hourly basis. While your campaign may not attract the professional terrorist, there are disgruntled citizens in most communities who’ll use the tactics of the international terrorist in an effort to have their 15 minutes of fame.

Keep your IT Simple, Easy to Read and User Friendly:

Too often travel itineraries and contingency plans contain too much detail to be of value when you’re under duress. That doesn’t mean they should be incomplete. It means they should be incident specific with your safety in mind; short and to the point with limited bolding, and color coding to highlight preplanned bailout routes, house-in-place, evacuation routes, and operational protocols to extricate targets from harms-way. *When possible, all members of the potential targets entourage should be briefed on their role before, during, and after each event to include how to retreat to a defendable zone, offer basic first-aid to victims, and what to do and NOT do if they’re held hostage or called on to be a hostage negotiator.*

Your IT should be easy to read meaning typed or printed in large enough characters so someone without their reading glasses will be able to read it in a dime light. The IT should be written in chronological sequence and, if deemed appropriate based on threat assessments, provide law enforcement with an hour to hour estimate as to where you’ll be and when. For example, if you’re flying into a city and than driving to a public forum, your IT should provide the time your plane will land, the time you anticipate it will take from the airport to the county line and the time it will take from the county line to the forum. Law enforcement should be given a physical description of vehicles that will be used (*black limos accompanied by four door sedans, dark blue, uniformed drivers with hats, etc.*) The more specific you are the harder it will be for attackers to infiltrate the venue. When possible include vehicle license numbers and other identifiers that can be seen from a distance (bumper flags, police escorts, etc.). Your IT should provide the name, a physical description, and cell phone number(s) of your body guard, family

members and entourage. A copy of your IT should be forwarded to local law enforcement responsible for safety and security in the community holding the event. In most countries this is the “Riff-of-the-Shire” i.e. sheriff.

A detailed IT provides law enforcement with a valuable tool they can use to monitor your security from a distance and respond quickly to any threat against you, your entourage, or family. It provides event planners with information they’ll need to better protect you while in their care. ***Use your IT to build relationships between your campaign and all levels of law enforcement.*** Letting them know where you’ll be and when, who’ll be accompanying you and why, will improve the security you receive before, during and after each event. Fax your IT to the Riff of The Shire (County Sheriff in the US) as soon as possible (ASAP) so they have time to evaluate your schedule and offer advice. For example, they may be aware of planned demonstrations, road construction, or criminal activity in the area that if ignored will put you in harms way. They might also want to brief your body guard on policies regarding the use of deadly force, bomb response protocols, or plans to extricate you if and when you’re under duress.

Train Body Guards, Escorts, Drivers, Chauffeurs and Entourage to protect and defend you when in harms way.

It can’t be helped, at some point you’re going to travel in or through high crime rate areas, march in parades, speak in an open forum, or move through congested crowds or road construction. All increase the risk you’ll be attacked, shot at or bombed, your security personnel will come under fire, and innocent bystanders will be placed in harms way.

Managing these increased risks is much like coaching a football team. You begin by drafting/selecting your body guards, escorts, chauffeurs and the entourage who’ll accompany you when you’re on the move. Once you’ve selected your circle of protection, you need to develop a game plan, chart your game plans, identify your escape routes, and rehearse your emergency response protocols so when disaster strikes everyone will perform like a well oiled machine, trained, equipped, and ready to roll. Planning your movements, organizing your security, and executing your response could make the difference between life or death, personnel injury or your spot on the nightly news.

Choose your body guard like you choose your body armor!

Choose your body guards, chauffeurs, escorts, drivers, and entourage assuming they’ll be involved in your next fire fight. Gone are the days when you could accept the teenage daughter of the local politician as your best choice to drive you in a parade. Gone are the days when you could hire the cheapest security guards in town hoping they’d lay down their lives for you or at least frighten attackers before shooting themselves in the foot. Gone are the days when having your family standing next to you at the podium might make you more popular and less of a target than the local politician.

We live in a changed world, chauffeurs now need to be trained in defensive driving techniques, have well planned and rehearsed escape routes ready to execute, know how and where to shuttle a target under siege, and know how to work with local law enforcement before, during and after an attack. Unfortunately, too often campaign organizers hire the least expensive security company in town and hope nothing will go wrong.

While less expensive doesn't always indicate less protection, it does indicate what their paying their guards, their attitude about long term employees, their willingness to invest in advanced training and continuing education, and their long term commitments to their clients and personnel. Knowing this, terrorists pick these poorly managed security companies as a way to either gain access to their targets or extort disgruntled employees into divulging confidential security policies, procedures, and protocols. This information allows terrorists to "plan around" what you thought was good protection, attack their targets and inflict as much damage as possible at the scene. Ironically, terrorists get an added boost if they can successfully attack a target the public thinks is well protected. *(For more information, read our faculty briefings and white papers on environmental protection and creating controllable crime scenes).*

Campaign Frontrunners – Their Duties, Responsibilities, and Response Protocols:

Campaign frontrunners should meet weeks in advance with local law enforcement to evaluate the quality of private security forces in the region. The primary law enforcement contact in most countries is the county/parish sheriff or municipal Garda. Attempt to meet with department training officers, SWAT team commanders, and those responsible for event security. Be prepared to provide a written description of all vehicles you plan to use (include license numbers) as well as a physical description and picture of everyone in your entourage. Identify your body guards and provide law enforcement with a list of weapons they'll carry. Also provide law enforcement with a written list of radios w/frequencies, cell phones w/numbers, carried by your body guards and entourage. Agree on who and how radios will be used during an emergency to include identifying those familiar with standard police radio operating procedures. If a life threatening incident occurs, law enforcement, incident commanders, and EOC operations personnel will want to be able to quickly contact all members of your entourage to clear them into the EOC, secured shelters, and pre-determined defendable zones. *(Refer to programs on contingency planning, incident command systems, staging area operations, creating controllable crime scenes and designating defendable zones).*

Build "Working" Relationships with Local Law Enforcement!

Realistically, you'll eventually travel to a rural community or somewhere law enforcement is less trained, not well equipped, or overly committed to other law enforcement priorities. Consequently, campaign front runners should meet with local law enforcement to determine the agencies that will respond and jurisdictions that will be involved during a hostile attack of targets. **Discussions should include but not be limited to:** *The number of professional law enforcement officers (uniformed, plain cloths,*

*armed, unarmed, conceal carry, etc.) that will be in the area. The emergency warning systems (radio dispatch frequencies, 911, cell phones, land lines, etc.) that will be used to summon assistance. The MO “methods of operation” to expect during hostilities (the number, make and model of marked and unmarked squad cars, armored vehicles, walking patrols, motorcycles, horseback, etc.). What mutual aid agreements are approved, in place and tested, and last but not least, have all responding agencies agreed to a **standard policy on the use of deadly force.** Campaign frontrunners should provide campaign headquarters with a written report of their findings at least two weeks before the planned event.*

Understand The Risks and Recognize Your Enemies:

Building relationships, agreeing to response protocols and having realistic expectations about security are only a few of the benefits realized when campaign organizers meet with local law enforcement. Terrorists are recruiting political dissidents, disgruntled employees and soon to be released prisoners, for future terrorist operations. Working together with law enforcement, learning about who’s who on the streets and in the area, will help potential targets recognize danger from a distance and hopefully avoid stepping in harms-way.

Working with local law enforcement is particularly important when the event will be held in a rural community. Begin with estimates of when responding law enforcement can “realistically” be expected at the scene. Talk to local patrol officers and take into consideration weather conditions, road construction, traffic patterns, time of day, etc. Based on this information, campaign frontrunners should identify appropriate defensible zones within one mile of the event site and rehearse alternative bailout routes that will move the target in the direction of responding officers. Establish alternative communication links (cell phone #s) between the target’s escape vehicle and responding patrol officers.

Body guards and when legally possible your entourage should be licensed to carry concealed weapons, trained in basic police response procedures, and stand ready to take command during a life threatening incident within one mile of where you are or plan to be. Terrorist stage bomb threats, fires, gun shots near a school or daycare, auto accidents, etc. as a decoy to lure law enforcement into a trap, toward what’s perceived to be a more important call, and away from their primary target. Those responsible for executive protection details should be familiar with this tactic and have plans ready to take command if and when their principal is left unprotected.

Take Command and Act Decisively

Take command and act immediately to declare the threat (“SHOOTER AT 10 O’CLOCK!” - “THERE IS A BOMB UNDER BLUE CAR!” “THERE IS A KNIFE IN RED JACKET!” **The goal is to focus everyone on the threat so target can move away and law enforcement can move in.** Implement predetermined specific bailout either to defensible zone or escape route. Once the incident is declared, everyone in the entourage

should focus on the voice of the primary body guard and move as a unit per his or her instructions. For example, based on pre-event route and site surveys, the primary body guards will call out a direction such as MOVE TO TWO O’CLOCK which means everyone will head that direction hopefully following a professionally trained and properly positioned body or vehicle guard (*Refer to MPI Executive & Dignitary Protection Course Materials written by RMLC faculty member Tony Conti*).

Taking command might simply mean taking evasive action so you don’t come in contact with officers responding to another incident. Terrorists often create a diversion near their target to first lure body guards away and then substitute their bogus uniformed officers who subsequently kill or kidnap the primary targets. Because of these and other popular terrorist’ MOs many security professionals now deploy uniformed-armed, uniformed-unarmed, and plain cloths-concealed carry personnel to protect high level targets against organized assaults. Organized criminals and experienced terrorists fear the possible involvement of concealed-carry personnel. **So, if you can only afford one body guard, choose a plain clothed concealed-carry body guard.** Concealed carry provides the same deterrent hidden cameras provide in well designed surveillance security systems. (*Refer to our RMLC programs on security integration, camera placement, and sequential numbering*).

Body guards should be trained to spot suspicious persons (*Refer to Toni Conti’s law enforcement training workshops and our programs on robbery, mugging, rape, and kidnap prevention*). Terrorists, activists consider it a challenge and their badge of courage to infiltrate a venue proving they can reach their target. (*Refer to Republican venue incident report involving (Case #639) – political activist*). Guards should be briefed on known activists and potential terrorists operating in the area to include their affiliations. Watch for forged credentials, common aliases, and statements that identify their affiliations with extremist groups and what’s been termed “internet whiners.” Internet whiners are those known for their daily blogs, biased internet newsletters, and editorials expressing their extreme political bias. When measuring such threats, focus on frequency of appearance at local government forums, range of issues bannered, etc. *Refer to our papers on profiling terrorist threats*. Focus on those familiar with the area and venue security. They know the best way to get close to their target. **Beware, hiring the lowest paid, minimum wage, security guard, who’s willing to work for little or nothing might position a potential terrorist next to his target.** Get the picture? **Local law enforcement, if they can’t offer off duty officers, usually will recommend not only a security company but specific agents with whom they have worked.**

Body guards should be qualified, licensed, and weapon trained according to the standard set by local law enforcement. They should be briefed by local officers on radio and response procedures and protocols, and have a working knowledge of policies governing the use of deadly force. Guards should be trained in executive protection protocols to include knowing what to look for and how to conduct site surveys, vehicle inspections, and personal body searches for hidden weapons and bombs. Guards should be familiar with the latest terrorist attacks to include their methods of operation regarding bombings, biological warfare, kidnapping, hostage taking, and extortion. **We know, the internet is**

being used by terrorist to recruit in prisons, colleges, universities, companies, and everywhere they can find disgruntled Americans.

Entourage – Risk Management and Security Considerations:

Your entourage which includes your body guards, chauffeurs, drivers, family members, and friends should all follow your lead and dress for success, file an IT with law enforcement, pre-plan their movements, know the escape plan, and stand ready to execute their role in protecting, defending and rescuing anyone in harms way. Everyone in your entourage should be equipped with a cell phone with written instructions on how to call 9-1-1 when under duress. 9-1-1 dispatch centers get overwhelmed during a crisis because so many cell phone users call to report the same incident. When you call 9-1-1, ask first if the dispatcher is aware of the incident. If they are, give them your callback number and hang up. The goal is to free up 9-1-1 and keep it an effective and efficient means of communicating life threatening incidents. Depending on the threat level, members of your entourage should also be familiar with local law enforcement radio frequencies and radio procedures. If possible, body guards should consult with the training officer at the local sheriffs department about local law enforcement procedures and protocols to include what local SWAT, bomb threat, and hostage negotiation resources might be available if needed.

In addition to having preplanned escape routes, everyone in your entourage should be aware of the nearest defensible zones and be trained to create defensible zones when under fire. If deemed appropriate by local law enforcement, those in your entourage should be equipped with a personal GPS, appropriate body armor, police scanners, cell phones, etc.

If you and your entourage are considered a high level target, start weeks in advance to coordinate your security plans with local law enforcement. Fax your IT to the sheriff and local chief of police so they can brief their patrols on your arrival, when your expected to pass through their area, the description of your vehicles and occupants, how to contact your drivers, body guards, and headquarters to alert you of danger, and who'll they'll be dealing with if you find yourself in harms way.

Terrorist threats, law enforcement resources are being stretched to their limits. If you're not the most important dignitary in harms-way, you'd better be ready to save yourself. Creating and maintaining an effective "Locate – Lockdown & Link" action plan will help build relationships between you and those who'll be called on to protect and defend you when under duress.

Get ready – Get set – STOP: Did you include everyone when planning your inbound, outbound, and bailout routes?

Knowing where you're going is a good thing, picking the best route, planning a rolling bailout, and knowing how to defend against the weapons of choice just might save your life.

Executives and public officials face the proverbial double edged sword. On one edge they need their followers in touch and feeling up close and personal, and on the other edge they need those who might attempt to harm them kept away to avoid unwanted confrontations, embarrassing situations, and assassination attempts. To deal with this dilemma, requires planning, rehearsed bailout strategies, and team work.

Include Everyone in Pre-event Planning and Briefings, Rehearsals, and Post event Debriefings:

Event planners should include everyone from family members and campaign workers to chauffeurs, body guards, and your entourage. Everyone should be briefed on what's being done before and what'll occur during and after any unexpected, unwanted, or life threatening incident. While the primary goal is to safeguard everyone from personal injury, an unrecognized or poorly handled protestor can escalate an otherwise minor incident into a major life threatening situation. Knowing what to expect and how to respond will give everyone a "sense of being in control" which in turn will lead to an appropriate response. *From a trauma management standpoint, knowing what to expect reduces fear, having a plan to implement reduces guilt, and rehearsing your response instills a sense of being in control.*

Conduct a through "inbound" and "outbound" route assessment:

Inbound routes tend to be most dangerous because they're usually well publicized, covered by the media, and afford protestors and terrorist the time they need to plan their attack, assess vantage points, preposition, weapons, carry out their attack with the most amount of cover and concealment, and make good their escape. You're front runners need to put much effort into planning your inbound, outbound, and bailout routes. **My best advice is to plan for the worst case scenario (assassination) and from the perspective of the international terrorist.** Remember, terrorists will be using local activists, disgruntled employees, political extremists, etc. as frontrunners, planners, field marshals, etc. Terrorists tend to use three teams. The first picks the target, the second plans the attack, and the third executes the operation. *If we are going to effectively safeguard against the next terrorist attack, we need to design, develop, and maintain a well oiled public to private security systems and response protocols.*

With the help of local law enforcement, select inbound routes well in advance so as to identify high crime rate areas and road construction you'll want to avoid. While not everyone is a target of an international terrorist organization, everyone is subject to the social activists, political extremists, and local sociopaths looking for their 15 minutes of

fame. Careful and coordinated planning is not a sign of paranoia. It's a sign of common sense and a realistic view of our times.

Begin at least 10 miles out from your destination and identify three alternative routes to consider. While the most direct route is usually your best choice; it reduces the distance you'll travel and time you're exposed to danger, it may in fact be the most difficult for law enforcement to secure before, respond during, or defend after an attack.

Drive each route and count what a trained terrorist would consider to be "assault advantage points." Advantage points include but are not limited to: Arterial intersections and stop signs that predictably stop the flow of traffic and afford a shooter a still shot, high rise buildings, vacant multi story structures, unoccupied facilities, and points that offer cover and concealment to a would be shooter. Evaluate the space (distance) between the passenger side of in-traffic vehicles and buildings that might afford concealment or escape for the attacker. Assess "pushback" and "bailout options for the target and plan alternative rolling response routes for body guards and law enforcement.

Based on the initial assessment that identified the "assault advantage points," **select two mutually exclusive in-bound routes on which to focus.** Plan you own assault and prioritize the potential assault points. Using President Kennedy's assassination as a model (*Assassins have studied and learned from this tragedy*) **look for vacant multi story buildings** with a view of the target's vehicle from the back and at a point that slows the vehicle due to a stop sign, curve, bridge opening, railroad crossing, or controlled intersection. Four story vacant buildings with an approach and leaving view of traffic deserve closest scrutiny. Lone shooters prefer an advantage point that allows them to observe on-coming traffic and traffic leaving what they consider their range of fire.

Pre-event security discussions should be held with local law enforcement, corporate and private security forces working sites along the in-bound and out-bound routes. **Security observers should be assigned to each assault advantage point.**

Twenty four (24), twelve (12), six (6) and two (2) and one (1) hour(s) **prior to the target passing through the range of fire, "designated" site observers and law enforcement should conduct a walk through site assessment** looking for signs of unauthorized entry, unauthorized occupancy, weapons, ammunition, explosives, broken or intentionally unlocked window and doors, burned-out or removed light bulbs, cut wire screens, or anything that looks suspicious or that might reasonably be construed as questionable behavior. For example, known social and/or political activists, suspicious persons and vehicles, or anyone known to have a history of making veiled threats should be stopped, challenged, and escorted from the area. **Refer to papers on how to stop, block, challenge, detain, escort, arrest, and transport suspicious persons.**

Site surveys, incident reports, route assessments, etc. used should be similar in format if not the same as those used by local law enforcement. Originals should be initialed by the person completing the form, dated and turned over to the law enforcement

officer in charge of event security. **Exact times should be noted on the form, especially when significant forensic facts are noted** such as a suspicious objects that might be an explosive, a removed or altered electrical face plate, a recently broken window, cut screen or sign of forced entry, a suspicious vehicle parked under or near critical entry points or building supports, etc. **The goal is to document not only what's observed but the exact time frame the act occurred.** Needless to say, anything significant should be reported immediately to law enforcement via radio or secured landlines, the area should be secured, and an appropriate response should be ordered. **When time permits, copies of the incident reports should be kept by the person completing the report as forensic evidence guarding against a report being changed, altered, or destroyed.**

Outbound Route Assessments:

Outbound route assessments are similar to inbound assessment with the exception they might be less focused so as to allow time to conduct more thorough inbound and bailout assessments. The assumption is exits from the area are less predictable, faster, and involve less stops, handshaking, and close contact with the public. However, if these assumptions can not be made, equal attention should be given to outbound route assessments.

Bailout Route Assessments:

Bailout routes are escape paths you'll take if and when there is an attack. During the route assessment, identify alternative bailout routes along each ¼ mile. Take into consideration traffic patterns, the size of the vehicle you "might" be in, anticipated crowd density, traffic congestion, availability of law enforcement, and the planned extrication protocols agreed to by local law enforcement, private security forces, your body guards and chauffeurs/drivers. *Needless to say, all drivers and potential drivers should be schooled in defensive and evasive driving techniques.*

Position and Train the Principle/Potential Target for a Bailout Operation:

Depending on the event, parades, motorcades, general transport, potential targets should be well positioned to immediately seek cover and concealment as well as coded instructions from their body guard(s), law enforcement, and entourage. For example, targets, if not in a bullet resistant vehicle, should wear/have bullet resistant protection, and sit toward the center of the vehicle and be able to move freely from left to right. The goal is to allow them to vary their position within the vehicle so their exact position and posture can not be predicted by the attackers or assassins. Security should focus on allowing targets to move freely within their "defendable zone." This will allow them to adjust their position and posture as they travel along the inbound and outbound routes passing through the line of fire from an "assault advantage point."

Walking in Parades:

Walking or riding in a parade creates a number of risks and security challenges. Crowds assembling on two sides, attackers pre-positioning at advantage points that will change with crowd density and movement, bailout routes can unexpectedly be blocked, etc. No matter how much preplanning is done, these variables pose a challenge that can't be avoided. Consequently, Campaign frontrunners need to start early to understand the political climate, crime rate, and potential threats that can develop during the parade.

Begin early to evaluate the history of crimes and political activists known to be in the area. While most activists pose little or no threat, all parties have the loner wacko looking for their 15 minutes of fame. The goal is not to stop or deny political expressions but rather at least be aware of the political climate and have some reasonable action plan ready to avoid or defuse hostile confrontations (*Refer to: RMLC sessions on how to avoid, discourage, and handle kidnapping, hostage taking, and home invasions, white papers on Billionaire for Bush activist Case #428, forensic profiling and analyzing crime scenes.*)

While profiling is criticized as bordering on discrimination, without some ability to profile potential threats in your environment, it will only be a matter of time before you're robbed, mugged, rapped, or swindled by some con-artist. *I'd like a dime for every Rolex I bought in Saigon, before I realized Rolex were not made in South Viet Nam.* Identifying your potential threats is a relative science. At one extreme you can have the ultra conservative and at the other the ultra liberal. Yet it might not be the extremist who actually carries out the hit. In many cases, it's not the one at the extreme but the guy who at some unpredictable point steps beyond reality and takes up the torch for the extremist. It might be the guy who spent his whole life feeling he's been ignored or underappreciated. It might be the guy who finally says it's my way or the highway. It might be the guy who carries the same sign in every parade because he has only one point to make before he goes out in a blaze of glory. It might be the guy focused on one flaw, one issue, one belief system, one way to solve what he considers to be an unsolvable situation.

Some are obsessed with guns, others with religion, still others with a love interest or idol, and some are just looking for a cause that offers them an identity. The fact is we're less able today to recognize an attacker because terrorists are being schooled over the internet on how to dress, how to move, what to say and how to act so as not to be recognized. In classes on executive protection I use the case of the political activist who posed as a journalist and made his way into a Republican caucus just by cutting his hair, wearing clean clothes, and claimed to be the son of a known businessman.

Walk Safely and Carry a Big Stick

Much like my paper on "dressing for success" you should dress for a successful walk in a parade. Shoes should be comfortable, properly tied and ready to run if you're ordered to bailout. Pants and shirts should be loose fitting and large enough to cover bullet resistant

vests or other body armor that might be ordered at the last minute. Remember the walking stick or the cane some western cowboys carried. It's not a bad idea to carry a stick you could use as a weapon or to hold someone off until your body guard can come to your rescue.

It's usually better to walk behind your getaway car because both you and the car will be moving in a forward direction. This will allow you to smoothly enter the back seat on the side opposite an imposing threat. Both back doors should be unlocked and space inside should be ready for you to easily enter and hit the floor. Remember the attack on Ronald Reagan? He went in first and the body guards followed. If you're considered a high visibility target you should have predetermined signals such as one pound on the back fender means I'm OK and will be slowly entering, repeated pounds mean "Katy don't bar the door I'm coming in and need help." Refer to Tony Conti's courses on executive protection and how to extricate principles from harms way. Know what direction you'll head, where to find the closest defensible zone, and who will be involved in your bailout protocols.

Standoff and Pushback Space:

Standoff and pushback space are terms born out of bombings and terrorist attacks. Standoffs became popular after the 1995 bombing at the WTC and the Oklahoma City bombing. Concrete barriers and steel pipes imbedded in concrete were designed and positioned so vehicles could not move under or near a target. Vehicles or any object that might conceal an explosive are kept at a standoff distance from the target.

In countries that outlaw the private owning of handguns, attacks with infected needles is the attackers weapon of choice. Cab drivers in Ireland for example have been especially vulnerable to this style of attack. Pushback room is now being provided behind teller counters at credit unions in Ireland and throughout Great Britain so tellers can push away from someone reaching across the counter with an infected needle.

I share this because body guards and Credit Union Risk Managers need to watch for anyone lunging toward their target. The rule is to maintain a stand back distance of at least five feet between the target and potential threat. Wide and deep teller counters and parapets help, but tellers need pushback space and be seated on wheeled chairs to help them escape the lunging MO. Distance also forces the attacker to reposition his body before lunging forward. When guarding a high level target, you should have a medical triage nearby equipped to deal with stab wounds and infectious agents.

Picking the guy who's ready to snap or preparing to attack from a moving crowd is an impossible task. At least it's beyond most guards focused on protecting their principle. I recommend you read the faculty briefings on profiling and analyzing potential crime scenes and the papers and links dealing with identifying and dealing with gangs. Share this information with community leaders and local law enforcement so you might be able to identify potential community threats well in advance.

Discuss all potential threats with local law enforcement and have plans for third party intervention when dealing with organized crime, gang wars, or known violent political activists. Also refer to papers on handling disgruntled employees.

Pick your poison - Buffets, Sit-down diners, cocktail parties, chip dips or some serious biological warfare?

Armies, terrorists, political activists, and disgruntled employees have used biological warfare since the beginning of time. Worriers were known to throw dead animals into caves to infect or drive enemies into the open. During the French and Indian war, the French gave blankets carrying the smallpox virus to the Indians. During WWII hookers infected with diseases resistant to medication were used to infect the troops, and in Viet Nam the VC used poisoned bamboo sticks to impale troops falling into pits dug along heavily traveled roads. While the poison has changed, the strategic goal to put the enemy out of commission has not. The only variable over history has been who thought of the most biologically devastating strategy first and how long it took to demoralize or neutralize the enemy. We can and should be on guard for bacteria infected food being strategically placed at conference buffets or worse. Once again, we'll need to keep our heads up, eyes open and ears to the ground.

The risks of being a celebrity might be many but the rewards for serving our community far out way our Risk Management challenges. This paper has only scratches the surface. Use it as a training tool as you see fit. We will publish best RM practices as they come in.

Rich Woldt - CEO The Risk Management Learning Center.

This paper was original drafted to support a series of Credit Union Risk Management workshops offered at US League and WOCCU conferences between 2001 and 2006.