



**COUNTERTERRORISM DIVISION  
FEDERAL LAW ENFORCEMENT TRAINING CENTER**

# **PROTECTIVE OPERATIONS QUICK REFERENCE GUIDE**

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## INTRODUCTION

The original Quick Reference Guide (QRG) was designed by the Naval Criminal Investigative Service (NCIS) to assist students during their Protective Service Operations Training Program (PSOTP). It has been revised for use during the planning, evaluation and conduct of the FLETC PSOTP. FLETC wishes to thank NCIS for all their assistance without which, the FLETC PSOTP would not have been possible. Based on user feedback, this version has been updated to contain more information and, hopefully, be more user-friendly. The QRG is not all-inclusive and should be used in conjunction with other initiatives, experiences and training.

The QRG, like the entire FLETC PSOTP, is based on the established and tested protection methodologies used by the United States Secret Service (USSS), State Department's Diplomatic Security Service (DSS), and the Naval Criminal Investigative Service.

The goals of protective operations are twofold: to safeguard the principal from harm (such as assault, kidnapping, assassination, etc.) as well as protect the principal from harassment and/or embarrassment.

One of the keys for an effective protective operation is advance preparation. Advance preparation is aimed at identifying areas of concern (threats and hazards), and then mitigating the effects or removing the principal from exposure to those threats and hazards.

Protective operations are a team effort, and require the complete dedication and cooperation of team members. The key word for working protective operations is to be "fluid" and adaptable to the changes that will inevitably occur. Schedules will change, meetings will run late, vehicles will fail and last-minute movements will occur. The sign of a true protection professional is the ability to overcome these challenges. Often what will frustrate a dedicated protective team are things that may be transparent to the principal.

Take care of yourself and your team so that you can take care of your principal.

## GATHERING INFORMATION ABOUT THE PRINCIPAL

*The following information should be obtained for all principals. In some cases, it may not be possible to obtain some of the information (such as a photo from a foreign visiting dignitary).*

- Full name (include nicknames, call signs, etc.)
- Recent photograph of principal
- Addresses (residence(s) and office(s))
- Phone numbers (residence(s), office(s), cell(s), pager(s), fax(s), private line(s), etc.)
- E-mail addresses (work, private, etc.)
- Physical description, including significant scars, marks, tattoos, etc.
- Left or right handed
- Medical information
  - Blood type (if unknown, suggest lab work to learn it!)
  - Previous medical issues (heart trouble, diabetes, etc.)
  - Previous surgeries or other major injuries
  - Allergies and/or other chronic conditions
  - Physician and dentist information
  - Any specialists (ophthalmologist, allergist, etc.)
  - Prescription medications taken or needed, either on a regular basis or occasionally
  - Over-the-counter medications taken or needed, either on a regular basis or occasionally
- Any past threats
  - Against the principal
  - Against the principal's family
  - Against the principal's co-workers (past or present)
  - Known enemies/groups that oppose the principal
- Interests or activities that may impact the schedule or protective operation (working out, likes to run, etc.)
- Tobacco use (smoking, chewing tobacco, etc.)

## **GATHERING INFORMATION ABOUT THE PRINCIPAL**

**In addition to the information above, obtain the following information for long-term or permanent principals. This information may also be useful for other special details or events.**

- Members of principal's family, to include in-laws, former spouses, stepchildren, etc.
- Educational establishments of children
  - Administrative staff and emergency contact information
  - Routes traveled by children to and from school
  - Special requirements of children at out-of-area school
- Information on personal automobile(s) (make, model, state and registration, insurance policy information)
- Information on recreational vehicles (boats, campers, RVs etc.) with description, registration and locations
- Civic and outside activities of principal and spouse
- List and location of firearms owned by principal
- Credit card info (names, account #s, 24-hr phone numbers)
- Bank account info (names, account #s, phone numbers)
- Photographs of immediate family members
- Recording of principal's voice
- Handwriting sample, including signature
- Any other data deemed appropriate

## MEETING AND BRIEFING THE PRINCIPAL

Enter the briefing confident and knowledgeable about the protective measures. Be ready to discuss protective philosophy, your background and be able to explain the protective mission (in general). If you don't know the answer to a question from the principal, offer to research it and provide the answer later. Be fluid and adaptable to individual principal's needs and wishes. No matter what the situation, always remember to be courteous and professional.

- How do you wish to be addressed?
- Have you ever had a protective detail before?
- Do you have a firearm? (Home, work, etc.) Do you carry it?
- What are your professional and personal routines?  
(Look for predictabilities – time and place)
- What are your personal situations?  
(Married, single, family, friends who have access to your auto, residence, etc.)
  
- Discuss the AIC role (detail leader, conduit to the protective detail, law enforcement/security agencies)
- Discuss the basics of the protective detail
- Discuss vehicle procedures (protective detail drives, where the AIC sits, reasons)
- Discuss vehicle profiles and reasons
- Discuss what protective coverage is provided for immediate family
- Discuss the threat / operational environment
- Review cover & evacuate principles: foot, vehicle and at a site
- Decide on duress / distress code
- Discuss the importance of being alert and reporting anything suspicious and/or unusual to the AIC or protective detail
- Importance of keeping the AIC/protective detail informed of:
  - Schedule (official and personal)
  - Visitors (official and personal)
  - Unscheduled movements
  
- Arrange for periodic security briefing meeting with principal (weekly, bi-weekly, monthly, etc.) as deemed appropriate

## **BASIC TEAM MEMBER ROLES**

**Agent In Charge (AIC)** – Protective agent in charge of the overall protective mission. Plans, administers and supervises the protective detail and is responsible for assignments, personnel, equipment. Primary conduit to the principal and the staff. Rides in right front seat of the limousine (or vehicle carrying principal).

**Shift Leader (SL)** – Tactical commander of the protective detail. Normally one SL per 8 hours shift. Makes team assignments. Updates AIC on issues (schedules, movements, assignments, logistics, etc.) as required. Handles all notifications while detail is moving. Rides in the right front seat of the follow car.

**Advance Agent (ADV)** – Conducts surveys of places to be visited. Guides detail to site, provides site update, guides principal to site/event. Must have good knowledge of site.

**Limousine Driver (LD)** – Responsible for overall planning, operation and execution related to the limousine and motorcade route. Coordinates with the Follow Driver (FD).

**Follow Driver (FD)** - Responsible for overall planning, operation and execution related to the follow car and motorcade route. Coordinates with the Limousine Driver (LD).

**Left Rear (LR), Right Rear (RR), Well Agent (WA)** – Covers area of responsibility while in motorcade. Advises FD on traffic in area of responsibility, as well as calling lanes for lane changes. Establishes protective formation on limousine when stopped. Forms protective formations while walking. Posts as needed.

**Command Post (CP)** – Operates command post, monitors radios & telephones. Makes notifications in emergency/non-emergency situations as requested or as needed. Maintains integrity of residence/quarters. Completes Command Post Activity Log.

## ADVANCES & SURVEYS

The foundation for successful protective operation starts with proper advance work. That is, the planning and arrangements made for the principal's visit to a specific area, event, hotel, airport, etc.

The rule of thumb for locations outside the home area of responsibility (AOR) is to plan a couple of days of advance work for each one-day of a principal's visit. For locations OCONUS plan several days of advance work for each day of a principal's visit. Unfavorable local conditions may require even a week or more for each day of a principal's visit. Although it is not always possible, this will allow time for proper meetings with local officials, area familiarization and the completion of the multitude of tasks associated with the principal's visit.

When conducting advance surveys, call ahead or arrange for appointments. Showing up unannounced puts the point of contact on the spot. They may have other responsibilities or engagements that prevent them from meeting with you in the detail and for the time that you need. It also reflects poorly on the detail in a professional sense. Showing up unannounced should only be in last-minute situations.

It is important to remember to not make demands during advance preparations; instead, make the requests that you think you will need. Allow the other party to suggest what they think you may need or what they have provided in the past for principals of a similar level to your principal.

Use the Protective Operations forms to assist in the conduct of surveys, but feel free to add or delete certain questions based on the specific visit that you have.



## ADVANCES & SURVEYS

The advance survey generally consists of:

- (1) Meeting with site manager, site security, building engineer, etc. as required and obtain full contact information (title, office phone, cell phone, fax number, pager number)
- (2) Walk through all event sites, access areas and “dry run” the event from arrival to departure
- (3) Consider appropriate sweeps and security posting requirements
- (4) Sketch event site and number the sides, using the front entrance as “Side 1” and work clockwise around the building
- (5) Review all stairwells.
  - (a) Starting/ending points
  - (b) Door locking mechanisms (internal or external locks for stairwell access)
  - (c) Access to garages/service areas/etc.
  - (d) Access to rooftop levels
  - (e) Stairwell locations to be noted on the site sketch by location (e.g. NW Stairs) and/or site numbering system
- (6) Locate all elevators (passenger/service/freight/express)
  - (a) Sketch all elevators
  - (b) Determine which floors are serviced by which elevators
- (7) Locate all internal hallways/stairwells (such as kitchen areas, service staff, etc.)
- (8) Review exterior of site to determine
  - (a) Where stairwells terminate
  - (b) Location of loading docks, etc.
  - (c) Parking locations for motorcade, stash cars
- (9) Review any other information determined to be relevant to this site.
- (10) Provide a comprehensive pre-event brief to the PSA and/or Shift Leader regarding the event

# SITE SURVEY

## **GENERAL INFORMATION**

- Identify full site name, full address, telephone & fax numbers, e-mail address
- Obtain points of contact (General Manager, Site Security, Building Engineer, Events Manager, VIP Coordinator etc.)
- General description of the site

## **LOCAL PUBLIC SAFETY**

- Closest police station (response time, phone number)
- Closest fire station / rescue (response time, phone number)
- Closest hospital (phone, drive time, directions) - SURVEY

## **SITE SECURITY / LIFE SAFETY**

- Site sweep requirements (K-9, EOD, TSCM, X-ray)
- Site Security Uniformed/plainclothes
- Overall training, medical training, armed/arrest authority
- Access to master keys, elevator controls, etc.
- CCTV/cameras: location, monitoring, recording, storage
- What support can/will site security provide
- Demonstrations/protests
  - Does site have a policy on demonstrations/protests
- Local crime/crime trends/crime at site

## **ON-SITE MEDICAL PERSONNEL**

- Capabilities
- Automatic external defibrillators
- Last health inspection of site

## **FIRE SAFETY**

- Highest floor at site fire equipment (ladders, etc) can reach
- Fire alarm system – what indicates activation (bells, lights, etc.)?
- Does alarm ring local, notify site security, notify local FD
- Sprinklers (type – water, halon, foam, etc.)
- Location of pull stations
- Location of fire extinguishers
- Date of last fire inspection – problems identified?

# SITE SURVEY

## **BUILDING ENGINEER/PHYSICAL PLANT**

- Building engineer on duty 24 hours a day?
  - If not, what is contact method and response time
- Copy of floor plans
- HVAC access, shutdown ability
- Master key/card access
- Elevators, stairwells, garages
  - Date of last elevator inspection
  - Capacity / repair / operator / holding / rescue
  - Where are they and where do they go?
  - Are they access controlled (keys, cards, etc.)
- Copy of site staff serving event, principal

## **OTHER LE / PROTECTIVE DETAILS**

- Other law enforcement, protective personnel at site

## **ARRIVAL & DEPARTURE**

- Principal arrival and departure times
- Motorcade arrival and departure areas
- Site entrance and exit (as well as alternates, evacuations)
- Greeters at arrival / farewells at departure
- Receiving line and/or gift exchange
- Any security checkpoints at entrance & plans to bypass
- Determine motorcade staging
- Evacuation car locations
- Nearest restroom on entry

## **THE EVENT**

- Path to and from destination
- Principal's arrival/departure point from the event
- Site inspection and description
- What type of event (dinner, speech, etc.)
- What floor / area / room
- Estimated attendance
- Security checkpoints & method to bypass
- Access control at event site (checkpoint, greeters, etc.)
- Audience type (VIP, general public, military leaders, etc.)
- Audience involvement (gift presentations, speeches)

## SITE SURVEY

- Configuration of stage, tables, speaking platforms
- Safety issues (handrails, steps, cords, etc.)
- Area around stage, platform (hidden hallways, catwalks, false ceilings/floors, concealed entrances, dressing rooms, etc.)
- Obtain a copy of the guest list (consider name checks)
- Elevator available (capacity, locked down?)
- Event plan/seating chart (including where AIC sits)
- Other scheduled activities at site
- Special effects (fireworks, gun salute, balloon drops, etc.)
- Formal and informal meeting schedule, who is attending
- Holding room with telephone (ability to dial out), access to
- Restrooms (on arrival, at event site and at departure)
- Security posting
  - Posting / pre-posting / relief
  - Perimeter demarcations
- Media presence (from where, how many, how verified, POC)
- Emergency evacuation routes (primary and alternate)
- Safe havens (primary and alternate)

### **MISCELLANEOUS**

- Any special credential/access card requirements for site?
- Security clearances required for site?
- Radios work at site?
- Cell phones work at site?
- Pay phone locations
- Food, water resources for the detail

# HOTEL SURVEY

## **GENERAL INFORMATION**

- Identify full hotel name, full address, telephone & fax numbers, e-mail address
- Obtain points of contact (General Manager, Site Security, Building Engineer, Events Manager, VIP Coordinator etc.)

## **LOCAL PUBLIC SAFETY**

- Closest police station (response time, phone number)
- Closest fire station / rescue (response time, phone number)
- Closest hospital (phone, drive time, directions) - SURVEY

## **HOTEL SECURITY / LIFE SAFETY**

- Hotel room sweep requirements (K-9, EOD, TSCM, X-ray)
- Hotel security Uniformed/plainclothes
- Overall training, medical training, armed/arrest authority
- Access to master keys, elevator controls, etc.
- CCTV/cameras: location, monitoring, recording, storage
- What support can/will hotel security provide
- Demonstrations/protests
  - Does hotel have a policy on demonstrations/protests
- Local crime/crime trends/crime at site

## **ON-SITE MEDICAL PERSONNEL**

- Capabilities
- Automatic external defibrillators
- Last health inspection of hotel (restaurants, etc.)

## **FIRE SAFETY**

- Highest floor at hotel fire equipment (ladders, etc) can reach
- Fire alarm system – what indicates activation (bells, lights, sirens, etc.)
- Does alarm ring local, notify hotel security, notify local FD
- Sprinklers (type – water, halon, foam, etc.)
- Location of pull stations
- Location of fire extinguishers
- Date of last fire inspection – problems identified?

# HOTEL SURVEY

## **BUILDING ENGINEER/PHYSICAL PLANT**

- Building engineer on duty 24 hours a day?
  - If not, what is contact method and response time
- Copy of floor plans
- HVAC access, shutdown ability
- Master key/card access
- Elevators, stairwells, garages
  - Date of last elevator inspection
  - Capacity / repair / operator / holding / rescue
  - Where are they and where do they go?
  - Are they access controlled (keys, cards, etc.)
- Copy of site staff serving event, principal
- Do any buildings look into suite?

## **OTHER LE / PROTECTIVE DETAILS**

- Other law enforcement, protective personnel at site

## **ARRIVAL & DEPARTURE**

- Are there any other events or visitors that may impact on the principal's stay?
- Principal arrival and departure times
- Motorcade arrival and departure areas
- Site entrance and exit (as well as alternates, evacuations)
- Any security checkpoints at entrance & plans to bypass
- Determine motorcade staging
- Evacuation car locations
- Nearest restroom on entry
- Describe the area around the hotel (including business, parks, etc.)

## **ROOM ACCESS**

- When can keys be picked up in advance?
- Where will keys be on arrival of official party?
- Obtain spare room keys for principal's room (original plus 1 for AIC for Command Post), AIC room (original plus 1 for AIC) and Command Post (original plus 2 – 1 for AIC, 1 for Shift Leader)

# HOTEL SURVEY

## **BAGGAGE**

- How many pieces of baggage in official party
- How will baggage be moved on arrival (entrance, elevators, monitoring)
- Can porters fees be charge to Command Post or aide
- When is departure "bag drag"
- Where will luggage be placed on departure
- Where will luggage screening take place

## **HOTEL FLOOR & ROOM**

- Confirm reservations
- Room and floor preferences (remember risk and fire) for principal's room, command post, security personnel rooms
  - Information for rooms above, below and next to principal, command post, security personnel
  - List of people staying on same floor as principal who are not part of the official party
  - Determine employees who will have access to principal (housekeeping, room service, etc.) and check
  - Consider law enforcement checks
- FIRE EQUIPMENT REACH:** If fire equipment cannot reach all floors of hotel, place one member of detail or official party in room on highest level accessible by fire equipment.
- Obtain keys (as applicable) for principal, command post, agent rooms and spare keys, master key, elevator key
- Delivery/package procedure for non-hotel deliveries
- Delivery/package procedure for hotel deliveries (room service)
- Room access procedure for hotel services (housekeeping, etc.)
- Backup power system
- Describe any hazards: fire escapes, balconies, overhangs, etc.
- Room survey of principal's room, command post:
  - Room number
  - Emergency and fire exits nearest room
  - Door and window locks
  - Smoke detectors and sprinkler system
  - Room Safe
  - Telephone
  - Overall condition of room

## **HOTEL SURVEY**

- Security posting
  - Posting / pre-posting / relief
  - Perimeter demarcations
- Media presence (from where, how many, how verified, POC)
- Emergency evacuation routes (primary and alternate)
- Safe havens (primary and alternate)

### **HOTEL SERVICES & AMENITIES**

- Federal tax exempt letter accepted (CONUS)
- Government credit cards accepted
- Room rates (single, command post, principal)
  - What is included with room rate?
- Will hotel remove/add furniture for command post? Cost?
- Business Center
- Currency Exchange
- Dry Cleaning / Laundry
- Early Check In / Late Check Out
- Electric current in rooms (OCONUS)
  - Plug converters/adapters required?
- Fitness Center
- Foreign currency exchange
- Internet access / business center
- Pool
- Porter / Luggage Service
- Restaurant(s)
- Room Service

### **COMMUNICATIONS**

- Phone calls for principal routed to Command Post or aide's room
- Direct dial number for principal's room / IDD Line POC – time/date
- Direction for satellite
- Rooftop access for temporary communications satellite
- Rooftop access for temporary radio repeater

### **MISCELLANEOUS**

- Any special credential/access card requirements for site?
- Radios, cell phones work at site?
- Pay phone, food, ATM, water locations



# AIRPORT SURVEY

## **GENERAL INFORMATION**

- Identify airport name, airport code full address, telephone & fax numbers, e-mail address
- Obtain points of contact (Flight Operations, Airport Police, Airport Fire, TSA, Customs, Immigration, DV Lounge, etc.)
- Type of airport (civilian/military, private/public, US/foreign, etc.)
- Airport operation hours, access roads (primary, alternate)
- Tarmac accessibility (roads and hours)
- Obtain map of airport and grounds
- Any reports of unusual/suspicious activity or incidents
- What is around the airport (buildings, adjacent wooded areas, etc)
- Review police, fire, EMS capabilities at airport
- Distinguished visitors (DV) lounge (location, phone, POC, access)
- Restroom location
- Telephone locations (access, outside lines, etc.)

## **ARRIVALS & DEPARTURES**

- Type of aircraft (military/civilian equivalents)
- Tail number and call sign
- Any other arrivals/departures that may conflict
- Motorcade staging area and access to tarmac
- Greeter or arrival ceremony for principal
- Aircraft require staircase, mobile lounge, conveyor belt
- Luggage procedures and airport assistance
- Customs clearance
- Immigration clearance
- Baggage sweep prior to departure

## **AIRPORT SERVICES**

- Services to aircraft (fuel, cleaning, security, etc.)
- Have personnel been identified and screened
- Sweeps for arrival/departure (tarmac, aircraft, perimeter)
- Review of hijacking/hostage policy with FBI/FAA/airport police

## **MEDIA**

- Media for arrival, departure – location, media type, credentials
- Media POC

## **MEDICAL FACILITY SURVEY**

- Full name, address, phone number for facility
- POCs for Emergency Room, Ambulance, Med-Evac, Hospital Security, Building Engineer, etc.
- Civilian or military / U.S. or host nation / public or private
- In-patient or out-patient
- Hospital, ER hours (if not 24 hour operation)
- Directions, ease of locating
- Travel times for (1) motorcade; (2) ambulance; (3) helo
- Next closest medical facilities
- Med-Evac procedures, ability for PSA to accompany
- VIP notification procedure
- Principal's blood type available
- Specialists available for known problems of principal
- Which cases are referrals and where are they sent

### **CAPABILITIES:**

- What capabilities does the medical facility have on a 24-hour basis and which capabilities are on call?
- What are the medical facility's specialties?

Anesthesiologist

Burn Unit

Cardiologist

Clinical Lab

Coronary Care Unit

Dental

Emergency Room

General Surgeon

Helipad

Intensive Care Unit

Internist

Med-Evac

Neurosurgeon

OR/Operating Team

Ophthalmologist

Orthopedic Surgeon

Pathologist

Pharmacy

Radiologist

Thoracic Surgeon

Trauma Center

Whole Blood

X-Ray

Other capabilities:

- Review security procedures, life safety, fire safety, etc. under the "Site Survey" section of the QRG

## RESTAURANT SURVEY

Use portions of the “Site Survey” as appropriate to assist with conducting this survey.

- Name, address, telephone number, e-mail, fax
- Name of manager, maitre d'
  
- Type of cuisine
- Liquor service
- Dress code
- Smoking / non-smoking
- Seating capacity
- Seating arrangement
- Private rooms
- Anything unusual about restaurant (food prepared tableside, entertainment, etc.)
- Other events or guests on same day that may impact visit
  
- Exterior of restaurant
- Restaurant entrances and exits, including emergency exits
- Hallways, passageways, back entrances (kitchen)
- Location of fire equipment (extinguishers, alarms, etc.)
- Motorcade drop point, staging, pick up point
- Evacuation vehicle staging
- Previous problems in neighborhood, area
  
- Date of last fire inspection
- Date of last health inspection of kitchen
- Based on threat, consider random selection for principal

## PRIVATE RESIDENCE SURVEY

If the principal intends to attend an event or remain overnight at a private residence, the protective team may not be able to institute all of the measures that they would in a formal hotel environment. Review the “Hotel Survey” section of this guide and consider the following items:

- Determine any unusual/suspicious incidents in area
- Determine where the principal will be staying/sleeping/residing
- Determine where a temporary Command Post can be established
- Access control
  - Obtain list of guests
  - Obtain list of all persons living or working on the premises
  - Determine expected guests, deliveries, entertainers, caterers, etc. who may need access
  - Establish access procedure and provide information to control points
  - Establish unexpected delivery/visitor procedure
  - Consider name checks, but be aware of sensitivities of private life
- Determine any firearms/weapons on property, where they are located and how they are secured
- Determine if there are any pets, animals and any concerns (such as attack dog or pet snakes, etc.)
- Discuss trespassing and media issues with property owner
- Discuss procedures for suspicious packages, telephone bomb threats
- Determine how information, requests will flow from principal to detail
- Process for handling phone calls, messages for principal
- Food arrangements for principal
- Acquire spare keys to residence and principal's room
- Learn about physical plant
  - Electrical junction boxes
  - Heating/air conditioning units
  - Fire/burglar alarm systems
  - Property lines and floor plans
- Meet with neighbors to determine security perimeters, unusual events, known problem locations/people, special access needs and provide a point of contact (Shift Leader)

## “LAST MINUTE” SITE SURVEY

- Location (name, address, phone number)
- Basic directions to and from site
- Contact POC at site
- Contact security at site
- Is security available to assist?
- What security assets are available? (number of security officers on shift, armed/unarmed, training, equipment, medical training)
- Locate the primary and secondary entrances and exits
- Locate the evacuation route
- Is motorcade arrival point clear of obstructions?
- Identify safe haven and/or private room for principal. Is it equipped with a phone? (obtain instructions on use)
- Identify rest room locations
- Verify location/telephone/response time for police
- Verify location/telephone/ response time for fire department
- Verify location/telephone/distance/drive time to nearest hospital and any hospital specialties
- Where is fire equipment at site and is it accessible?
- Is there an AED on site?
- Are there keys to the doors, stairwells, elevators?
- Check area that principal will visit/meet in
- Are there choke points or danger areas at site?
- Who will be allowed access to the site?
- Determine the number of protective personnel allowed to enter the site and any posting requirements
- Where can motorcade stage/park, who controls parking and where is it (street, alley, garage)?
- Do cell phones and radios work at site?
  
- Is the site secure for the principal?**

## CONCENTRIC RINGS OF SECURITY

**INNER PERIMETER:** Area immediately around the principal and staffed by protective detail personnel. The most restrictive of the three rings and always staffed first. Access generally restricted to close staff, family, aide, greeter, etc.

**MIDDLE PERIMETER:** Staffed by detail personnel not in formation and/or other plainclothes law enforcement personnel. Access generally restricted to those with a need to be in proximity to the principal.

**OUTER PERIMETER:** Farthest from principal and first line of defense. Usually staffed by uniformed law enforcement/security officials. Access generally restricted to a need to be at the site.

## FACTORS IN SELECTING A SAFE HAVEN

Is it ACCESSIBLE  
Ability to SECURE  
Ability to DEFEND  
Ability to COMMUNICATE  
Ability to ESCAPE  
Ability to HOLD

## ATTACKS ON PRINCIPAL

- 1) SOUND OFF – threat and direction
  - Threat (gun, knife, object, grenade, etc.)
  - Direction (principal's direction of travel is 12:00)
  - “Arms Reach” principle – distance to attacker
- 2) COVER
- 3) EVACUATE

***Anticipate the possibility of secondary or diversion attack!***

## COMMAND POST OPERATIONS

The command post (CP) is the field-based control center, which coordinates protective operations support activities for a detail.

CP duties:

- Monitoring the tactical radio channel(s), cellular phones and telephones
- Monitoring security cameras and alarms
- Ensure that personnel approaching the principal's quarters are challenged as to the reason for being there
- Ensuring the security integrity by escorting authorized personnel (such as housekeepers, maintenance, etc.).
- Ensure that deliveries to the principal's residence are screened, using the established procedure, prior to being brought to the residence
- Ensure periodic check-ins with own department's Operations Center (OC) for threats, world events, intelligence updates, etc. (Recommend at least once per shift)
- Ensure notification to OC of any unusual or suspicious activity that the protective detail encounters
- Completing entries in the Command Post Activity Log.
  - The CP will record all information relevant to the detail, including: arrivals, departures and motorcade movements; suspicious activity/incidents, telephone calls; visitors; deliveries; room cleaning; equipment malfunctions; shift changes and other related information.
  - Command post logs are the equivalent of investigative notes and must be retained with the case file.
- Conduct regular communications checks with the detail
- Ensuring command post equipment and supplies are accounted for at all times
- The CP will assist the protective detail during any type of emergency by monitoring the radio, making notifications to appropriate authorities as required and anticipating assistance that the detail may need.

## ROUTE SURVEYS

The purpose of the route survey is to identify the primary, alternate and emergency routes between the sites to be visited, the hotel/overnight location and the arrival and departure points (usually an airport or airfield).

Each route should be analyzed to examine things such as:

- Type of traffic (pedestrian, car, truck, etc.)
- Traffic flow and congestion
- Peak travel times & peak travel days of the week
- Road construction
- Known traffic problems
- Nearest medical facility
- Nearest safehaven (such as police stations, military installations, government buildings, U.S. embassy, etc.)
- Choke points or other areas that must be traveled (tunnels, bridges, railroads, fuel dumps, hazards, etc.)
- Mid-route alternatives / alternates
- Law enforcement jurisdictions

Route surveys require specific details in terms of distances, street names, landmarks, locations and travel times. Routes should, whenever practical, be driven at roughly the same times that the principal would travel.

Always be cautious of traveling in a manner that makes you time and place predictable.



## PERSONAL EQUIPMENT

**TIP:** AS YOU GATHER AND PACK GEAR, REVIEW WHICH ITEMS SHOULD BE CARRIED ON YOUR PERSON, WHICH SHOULD BE CARRIED IN A CARRY-ON/DUTY BAG AND WHICH SHOULD OR MUST BE PACKED IN CHECKED LUGGAGE.

- Weapon, ammunition, extra magazines & gun lock cable
- Credentials & badge
- Handcuffs & key
- Baton
- Protective Service pins (full set)
- Handheld radio, battery, charger, surveillance pack & earpiece
- Body armor
- ID Cards: Common Access Card (CAC), Pentagon, Command, etc.
- Government credit card with raised limit and cash advance
- Mini-flashlight with extra batteries or charger
- Chemical lights (glow sticks)
- Knife
- Multiple-purpose tool (Gerber/Leatherman type)
- Cell phone, pager and/or satellite phone
- Mini first-aid kit (prescription meds; personal medications like pain relief, allergy, cold, stomach ailment, etc.; band-aids, small tube of antibiotic ointment, moleskin, rubber gloves contact lens kit, extra pair of prescription glasses)
- Key-chain size CPR mask
- Pen & small pad (carry with you)
- Contact numbers & Information (carry with you)
  - a. Local police and if applicable base/military police
  - b. Emergency contact name and number
  - c. American Embassy 24-hour contact number (OCONUS)
  - d. Travel numbers: SATO, airline, hotel, rental car
  - e. Confirmation numbers (hotel, rental cars, flights, etc.)
- Bulk mementos
- Sunglasses – avoid “mirror” type
- Inexpensive watch (with time visible in the dark)
- Medical history card (medications, allergies, etc.)
- Clothing – Pack based on anticipated itinerary – avoid over packing!
  - Clothing for anticipated itinerary – Advance should advise you of any special needs (e.g. tuxedo, etc.)

## PERSONAL EQUIPMENT

- Physical fitness clothing & sneakers
- Photo/safari vest (good for overseas and field-based events)
- Weather-dependent clothing: rain gear, cold weather, etc.
- Suspenders
- Small umbrella
- Extra handcuff keys
- Extra radio battery and surveillance pack
- Maps of destination
- Electrical and duct tape
- 550 parachute cord
- Flexi-cuffs
- Lighter
- Bottled water
- Snack (PowerBar, granola bars, etc.)
- Insect repellent

For overseas trips, add:

- Passport (official and personal)
- International Driver's License
- World Health Organization Immunization Record
- Larger med kit (many different types of bandages, ointments, gauze, water purifier tablets, Imodium AD, etc.)
- Compass/GPS
- Mini overnight bag (in case you lose your luggage temporarily) (travel-size tooth brush, toothpaste, deodorant, shaving supplies, soap/shampoo; extra pair of underwear, socks, t-shirt, shirt/blouse)
- Local language phrase book
- Detailed area maps
- Vitamins
- Travel alarm clock
- International calling card
- Portable international power converter w/plugs
- Cash, traveler's checks, etc. ATMs may not be available!

**TIP: MAKE PHOTOCOPIES (FRONT & BACK) OF YOUR DRIVER'S LICENSE, COMMON ACCESS CARD, CREDIT CARDS, PASSPORTS, MEDICAL HISTORY, SHOT CARD, INTL DRIVER'S LICENSE, ETC. LEAVE ONE COPY AT YOUR OFFICE OR HOME AND KEEP A COPY ON YOUR PERSON.**

## OCONUS TRAVEL PREPARATIONS

In addition to the personal equipment listed previously, ensure:

- Attend trip preparation brief
- Current threat assessment for each country / area visited
  - Determine crime trends in area
  - Determine active terrorist groups in area
  - View of U.S., Americans in general and region to be visited
- Review country information overview
  - Location, terrain and climate
  - Cultural considerations
  - Political background and importance to U.S.
- Preparation contacts
  - Embassy (Diplomatic Security Service RSO)
  - Emergency contacts for embassy, U.S. base, etc.
  - NCIS/AFOSI/CID office in AOR that includes visit
  - Defense Attaché (DATT)
  - Host nation security/law enforcement POC
- Messages to Embassy
  - Trip message sent & received / country clearance (RSO)
  - Weapons clearance sent & received / procedure (RSO)
  - Communications clearance sent & received / procedure
  - Security clearances to Embassy if required
- Determine availability of U.S. Embassy and/or host nation support (vehicles, interpreters, command post, liaison, security, etc.)
- Evacuation arrangements and contacts if required
- Health considerations
  - Personal shot card/medical records (OCONUS)
  - Shots required
  - Sanitation and hygiene
  - Names and addresses of English-speaking and trained doctors, if required
  - Access to special medication
- Locate available emergency services, with addresses and phone numbers
- Language card with emergency phrases in local writing and translation on back

## TECHNICAL EQUIPMENT CHECKLIST

- Handheld radios, chargers and extra batteries (consider voltage requirements)
- Spare radio surveillance packs and earpieces
- Radio repeater equipment
- Special weapons (MP-5, M-4, shotgun, etc.)
- Body armor (team, principal – threat level)
- Portable burglar alarm for principal's room
- Travel video camera/CCTV monitoring system
- Duress/panic alarms for principal's room
- Digital camera / digital video camera
- Global positioning system (GPS) with area downloads
- Emergency equipment (light/siren kit)
- Trauma bag

## VEHICLE SERVICE EVALUATION

Primarily for contract services, portions of this information may be useful when using command, host nation or other security driving personnel.

- Company name, address and phone number
- Owner/manager name, phone numbers (work/cell/home)
- Years in business, history (complaints, accidents, etc.)
- Company references
- How long for the company to get a back-up and/or alternate vehicle (such as a SUV if a sedan is the primary, etc.)
  
- Driver name, phone numbers (work/cell/home)
- Driver's bio and copy of driver's license
- Background check, NCIC/local check of driver
- Traffic/accident history
  
- Dress requirement for drivers
- Request driver has two sets of keys available

Vehicle equipment (See "Vehicle Equipment Checklist")

- Review that gas tank will be kept minimum half full at all times
- Brief driver on procedures to be followed for emergencies and operational requirements
- Ensure the driver is familiar with the locations to be visited and the general overall area

## VEHICLE EQUIPMENT CHECKLIST

- Functioning spare tire and complete jack set
- Jumper cables
- Radios, spare radios and batteries
- Cellular phone and charger
- Fire extinguisher
- Medical kit, including medication needed by principal
- Flashlights / spotlight
- Spare set of keys
- Maps of relevant area
- Tow chain or rope
- Hammer or crowbar
- Bolt cutter
- Coveralls & work gloves
- Blankets
- Umbrella
- Window cleaner and towels
- Bottled water
- Supplemental body armor
- Flares and/or safety triangles
- Backup weapons and ammo (depending on vehicle type – government or contract)
- Spare fuses, hoses and electrical tape
- Rags and hand cleaner

## STANDARD DESCRIPTION OF PERSONS

Sex: \_\_\_\_\_ Race: \_\_\_\_\_ Age: \_\_\_\_\_

Height: \_\_\_\_\_ Weight: \_\_\_\_\_ Hair: \_\_\_\_\_

Eyes: \_\_\_\_\_ Complexion: \_\_\_\_\_

Scars: \_\_\_\_\_ Weapons: \_\_\_\_\_

Clothing: \_\_\_\_\_

\_\_\_\_\_

Build: \_\_\_\_\_

Location last seen: \_\_\_\_\_

Direction of travel: \_\_\_\_\_

Unusual Characteristics (glasses, beard, jewelry, etc.)

\_\_\_\_\_

## STANDARD DESCRIPTION OF VEHICLES

Make: \_\_\_\_\_ Year: \_\_\_\_\_

Full Size: \_\_\_\_\_ Compact: \_\_\_\_\_

Van: \_\_\_\_\_ Motorcycle: \_\_\_\_\_ Truck: \_\_\_\_\_

2-Door: \_\_\_\_\_ 4-Door: \_\_\_\_\_ Sports Car: \_\_\_\_\_

Color: \_\_\_\_\_ License #: \_\_\_\_\_ State: \_\_\_\_\_

License Color: \_\_\_\_\_ How many in vehicle: \_\_\_\_\_

Location last seen: \_\_\_\_\_

Direction of travel: \_\_\_\_\_

Unusual Characteristics \_\_\_\_\_  
(dents, marks, lights, bumper stickers, etc.)

## GLOSSARY

<b>TERM</b>	<b>DEFINITION</b>
Advance Car	Security vehicle that precedes the motorcade by usually 15-45 minutes to ensure that the route to be taken and the destination are free of hazards (such as traffic, construction, etc.) and considered safe for transit.
Advance or Advance Survey	General terms applied to all security activities, plans and arrangements made prior to and in connection with the visit of a principal to a given area.
Agent in Charge	Special Agent who has responsibility for overall conduct of a Protective Operation. The AIC is responsible for the overall conduct of the mission; however, the Shift Leader has the tactical control of the mission as it occurs. May be called the Detail Leader or Personal Security Advisor by other agencies.
Command Post	Primary field-based operation control center, which coordinates all protective operations support activities in support of a principal. (Formerly called the control room, but changed to be consistent with other agencies.)
Counter-surveillance	Active measures designed to determine if a principal is under surveillance by a potential hostile entity.
DFLO	Defense Foreign Liaison Office
Exigent Circumstances	An issue demanding immediate attention or action. Examples would be an unforeseen request from another agency that is time sensitive or a condition that might result in a threatening situation.
Follow Car	Security vehicle immediately following the principal's vehicle. A sports utility vehicle (SUV) will be used whenever possible. SUVs allow for a good observation platform for traffic and surrounding areas and provides room for the evacuation of the principal if needed.



## GLOSSARY

<b>TERM</b>	<b>DEFINITION</b>
Fully Armored Vehicle (FAV)	Fully armored non-tactical vehicles used to protect occupants from attack by bombs, improvised explosive devices, grenades and high velocity small arms projectiles. May also be called a Heavily Armored Vehicle (HAV).
Holding Room	Secure area at visit site, usually a private room temporarily set aside for the principal's convenience and privacy.
Lead Car	Security vehicle in a motorcade that is immediately in front of the principal's vehicle.
Light Armored Vehicle (LAV)	Non-tactical motor vehicles obtained through normal procurement channels to fill valid transportation requirements and which are later altered by affixing armoring materials to the windows and body areas. LAVs are less than fully armored and are intended to protect occupants from attack by medium velocity small arms projectiles and at least some types of improvised explosive devices. Sometimes referred to as "kit cars".
Motorcade	Organized group of vehicles traveling along a specified route in a controlled formation.
Personal Vulnerability Assessment (PVA)	Process that determines the level of risk and vulnerability of a billet or individual to criminal or terrorist activities. Components include a field-conducted Threat Matrix Questionnaire, and an Executive Summary.
Principal	The individual for whom protection is being provided.

## GLOSSARY

<b>TERM</b>	<b>DEFINITION</b>
Limousine	The vehicle designated to carry the principal.
Marked Lead or Marked Tail	A marked law enforcement vehicle, usually from a local jurisdiction that leads and/or follows the protective detail vehicles.
OTR	“Off The Record.” An unscheduled, unpublicized movement.
Protective Operations	All security measures taken to identify threats or vulnerabilities to and/or provide security for the principal.
Protective Service Detail	Team of specially trained personnel assigned to provide a specific level of protective operations to a principal when a credible threat is present.
PVA Executive Summary	Written report that summarizes the results of the PVA process and provides recommendations for improved personal security.
Route Survey	Selection of primary and alternate routes of travel for the principal and the measures taken to ensure the route is secure for travel.
Safe Haven	Temporary location where a principal may be secured during an attack or threat of imminent attack.
Secure Area	Location that has been examined, cleared of unauthorized persons and is continuously secured by establishing post assignments prior to use. Certain sites, depending on the nature and location, may also be subjected to electronic sweeping.
Security Perimeter	Placement and utilization of security personnel, alarms, barricades or other devices to provide physical protection, surveillance and intelligence information.

## GLOSSARY

<b>TERM</b>	<b>DEFINITION</b>
Security Post	Area of responsibility established to form a part of the protective network, which may be fixed or mobile. Generally, there are three types: surveillance, checkpoint and special assignment.
Site Survey	Inspection of a given location for the purpose of determining what security measures should be taken for that location. Examples are hotels, banquet halls, conference sites, etc.
Standard Operating Guidelines (SOG)	Detailed plan developed at the local Field Office level that delineates roles and responsibilities of personnel assigned to provide protective operations support to a principal.
Standard Operating Procedures (SOP)	Similar to "Standard Operating Guidelines" above. A detailed, prescribed procedure to be followed routinely
Threat Management Plan	Plan implementing the recommendations of the PVA.
Threat Matrix	Initial stage of a PVA that consists of a comprehensive survey of significant aspects of an individual's daily life to identify vulnerabilities to criminal or terrorist violence.

## RADIO COMMUNICATIONS GLOSSARY

10-4	Message received NOT THE SAME AS AFFIRMATIVE
ABORT	Do not enter the site and/or terminate the action
AFFIRMATIVE	Yes
BREAK	Short pause in communications during a long transmission OR a change in content or direction of radio traffic
BREAKING UP	Unreadable or garbled radio transmission OR Principal's event is ending and departure is imminent
CLEAR	No danger at site OR lane change that is requested is safe
COMMAND POST	Call-sign for the Command Post
COPY	Indicate that a message has been received. NOT THE SAME AS AFFIRMATIVE
COPY DIRECT	Acknowledges a message transmitted between other team members OR received & will comply
CURBSIDE	Street location for arrival or departure
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
GO AHEAD	Send message
LANDLINE	Telephone
MINUTES OUT	Time estimate until arrival
MOVING	Principal is moving
NEGATIVE	No
ONE LEFT OR ONE RIGHT	Request for a lane change or command to make a lane change
OVER	Used for a completed message when a response is expected
POSITION	Location
ROGER/COPY	Understand and will comply
ROLL	Begin motorcade movement OR do not stop
SAY AGAIN	Repeat your last traffic
STAND BY	Wait (usually with lane changes)
STATUS	Self-explanatory
TRAFFIC	Radio message