

INTELLENET NEWS

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Executive Protection

Table of Contents

	Page
Executive Protection—Carry Costs	1
Personal Protection Skills	2
Body for Hire—A Personal Protection Primer.....	3
Celebrity Protection, Martial Arts and the OPSEC Connection	6
Client Facilitation	9
Kidnapping: A Big Business on the Rise in Mexico	12
Executive Protection—Do You Know Your Roads?.....	18
Executive Protection in the New Century—A Brave New World	19
The Business of Bodyguarding	21

Executive Protection—Carrying Costs

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While we ourselves do not carry guns, the nature of that portion of our business that deals with protective services in high-threat environments means that some of the people who work for us must.

In truth, most people who carry guns at our behest will never need to use them to protect themselves or our clients, because of their job—our job—is to try to make sure that we avoid situations where use of guns is necessary. But it is equally true that if we fail in preventing this from happening, and they are in a situation where they need to use a gun to defend themselves and our clients, there will be no other emergency safety tool that can be used in place of a gun.

While this is a necessity that cannot be avoided—our clients sometimes work in dangerous places, where very bad people want to do very bad things

to them—one of the things of which we are always mindful is the balance between the risks of carrying a gun and the risks of not carrying a gun. The risks involved in carrying a gun do not relate to gun accidents: They are so rare that they do not constitute a major concern in the trade. Rather, the risks are legal and financial.

One of our people recently attended a training course in Massachusetts on carrying a gun in that state. Since what happens in Boston is not dissimilar to what happens in New York or Phoenix or Los Angeles, it was interesting to note that the presenter felt if you shot someone, and the shooting was justified, your legal defense is likely to cost you hundreds of thousands of dollars. This is in line with the general industry belief that the legal costs in a completely justified shooting will be a minimum of \$40,000, and could be up to half a million dollars.

We can't vouch for the accuracy of these figures, but we do accept that if you are forced to shoot and kill someone you are likely to end up impoverished by the legal system. Even assuming you are not jailed, you are also likely to end up

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divorced, jobless, and suffering a variety of psychological ills.

The bottom line is that you keep or carry a gun for protection, you should be mindful as are we of the potential costs involved. While we have heard people casually say things like "better to be judged by twelve than carried by six," if there is any reasonable alternative to taking the life of another person, you should exercise that alternative, and avoid the whole issue.

Personal Protection Skills

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According to the polls, fear of crime is America's number one concern. Naturally, this has caused a multitude of businesses to jump on the bandwagon, hoping to profit off of those fears. Locksmiths, alarm companies, Karate schools, security companies, weapons manufacturers, guard dog kennels and so on, all promise us the security we need to survive these troubled times. Many of these companies are quick buck artists who have — little, if any, knowledge of human violence and how to control it. The professionals in the protection field, whether police, military or personal protection specialists, understand that security is a multi-dimensional discipline. We must possess awareness and common sense. Once we fully understand what makes a good victim, we can take positive steps to change that image to a hard target that is too much of a risk to test.

Training can be provided in everything from firearms to martial arts, but in order for it to be effective, the training must be part of a complete self defense system. No single method, technique or piece of equipment, can be counted on to defeat all threats. Each is a component of an entire system. Crime Prevention Officers from most police departments can explain about locks and alarms, but they also know that these can be breached. A good self defense instructor can train you to fend off an attack, but that won't prevent multiple or armed attackers from testing your skills. A good firearm should prevent death or serious injury at the hands of an attacker, but practically speaking,

there is very little else it is good for and it is worthless locked in a safe or tucked away in a nightstand.

A lot of information has been published about personal protection, however, few of those authors have ever been in a position to have to save an innocent life and many have never actually been attacked. Most of the advice is theory and little of the advice actually comes from understanding the criminal mind and its motivations.

The fact is, criminals are afraid to get hurt. They fear the police not because of the threat of going to jail. They fear the police because the police have guns, clubs, heavy metal flashlights, mace and the ability to summon other officers when needed. Of course, police officers get attacked occasionally, but only in a very small percentage of the numerous contacts officers have with hardened criminals.

We have all read articles in magazines that tell folks how to defend themselves by using a rat-tail comb as a weapon or, carrying a whistle to ward off attackers. Those same articles usually go on to say that you can temporarily "incapacitate" an attacker by kneeling him in the groin or raking him across the eyes with your keys. These makeshift weapons are used as a last resort and all reference to carrying anything more formidable is omitted, because it might be used against you. Well, I must say that self protection is a right and fighting back is your responsibility. And to this end, a serious commitment is required to take a positive and active role in your survival.

Awareness, Avoidance, Defense

There are basically three stages of personal protection, each requiring a certain degree of preparation. These stages are **awareness**, **avoidance**, and **defense**. All three are part of a system and need to be approached as a lifestyle if it is to be an effective system.

Awareness means having the ability to recognize possible or real threats as well as the ability to anticipate the unfavorable conditions that are conducive to an attack. In protection work, a lot of emphasis is placed on the advance team identifying

potential threats so they can be neutralized. So it must be with our own protection. It is our responsibility to become educated about our own surroundings.

Avoidance is the next logical step in our protection arsenal and frequently the one we ignore most. Many assault victims report having a "bad feeling" just prior to an attack. Whether through advanced planning or a "sixth sense", we should be able to recognize potential threats and avoid them. For example, driving through a rough part of town increases the likelihood of problems occurring. We may know this but chose to take the risk out of convenience, rather than take a safer route.

If, after taking as many precautions as possible, we find ourselves under attack, we must make a multitude of decisions in a very short period of time. Do I resist? How do I resist? Is retreating an option? Is compliance an option? Do I have the skills and ability to defend myself? When we make the decision to fight back, it is absolutely necessary to be as dynamic and powerful as we possibly can be. There is not the luxury of sparring and attempting to "temporarily incapacitate" our attacker. All of our training in armed and unarmed combat comes down to desire to survive. Using the fine motor skills taught in martial arts takes years of training and discipline. Under stress, we fall back on instincts and gross motor movements. We use the large muscles to react. These are the skills that must be taught and reviewed. Unlike Chuck Norris, who makes villains sorry they chose him to attack, real world self defense is not pretty. There is no satisfaction that we taught the bad guys a lesson. Real self defense is ugly, brutal and carries with it the very real possibility of failure. A firm resolve must be achieved long before the actual encounter begins. Are we capable of breaking bones, crippling an attacker and even crushing the life out of them? Are we afraid of being arrested for our actions, regardless of their righteousness? If there is any doubt whatsoever that you are justified in defending yourself, then you run the very real possibility of losing not only the encounter, but very possibly your life.

One very effective way to prepare for an attack is to visualize the most frightening situation you can imagine. Let your mind create the entire scenario,

from initial attack to the only acceptable conclusion; your survival. Do whatever it takes to survive and don't let doubt cause you to hesitate. Without taking self defense seriously, you are like an ostrich who hides his head in the sand and hopes the danger will pass. That is not personal protection; that is giving up your right to self defense.

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Body for Hire
A Personal Protection Primer
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For centuries, personal protection has played a vital role in security. In the past, only royalty or the rich and famous required protection agents. In today's business-driven world, however, corporations have increasingly required personal protection for company executives, especially for those executives with a high-level of authority and influence.

As the use of personal protection agents has increased in the corporate world, so have the requirements for those serving as protection agents. No longer are protection agents bodyguards standing in front of doors. Agents must have business etiquette and manners, dress appropriately, be able to work with computers and technology and, above all, understand that being a protection professional goes far beyond the willingness to take a bullet.

Protection professionals will save the day more often by knowing the locations of the client's (often referred to as the principal) glasses, the closest bathroom and the nearest fax machine, than by rescuing an executive from a personal attack. How does a protection agent achieve all of this? The answer is advance work.

In the Details

Advance work can make the difference between life and death. Planning of the protection detail

requires every detail to be examined, scrutinized and re-examined. Every activity should be planned to the second. Without advance work there is no need for a protection detail. Effective protection is proactive, not simply reactive. Protection professionals are always behind the eight ball when it comes to seeing what may occur. Advance work allows an agent to effectively react to unpredictable occurrences. Even hundreds of agents, equipped with the most sophisticated tools, would be worthless without a thorough understanding of all the details of an assignment.

Advance work allows an agent to familiarize him or herself with the likes, dislikes, needs and annoyances of the client, as well as determine the number of agents needed; transportation requirements, options and availability; and places to stay, eat, shop, etc.

Every detail must be documented, from finding multiple driving routes from the airport to the hotel, the floor plan of the hotel, emergency contact numbers, and the nearest hospitals to every location where the client will be. This often also means knowing different routes to different hospitals.

Prioritizing Protection

Executive protection is, first and foremost, the protection of the client. To accomplish this, agents will jump through hoops that people in other professions often view as crazy. Recently, an individual told me agents are basically butlers with guns, and in a sense, that is true. A good protection agent must take care of everything the client needs. If the agent is positioned to know everything, he or she can best help the client and ensure their safety in every situation.

The concept of an agent taking a bullet for the client has received a lot of melodramatic attention from Hollywood. And, while every agent swears an oath to perform that very duty, if an assignment gets to a point where physical violence is eminent, a protection agent will have already failed his or her primary duties.

When people ask what I do for a living and I tell them I am a protection agent, invariably, the first thing they will say is, "That's exciting." I usually reply, "Only if I do my job badly." Advance work is

crucial and can save a life in a split second. Agents are responsible for protecting a client, his or her family, the home or estate where they reside, and the client's office. The agent must know every facet of information about the client: daily, weekly and monthly schedule, preferences, personal history and any special client needs.

Communicating with the Client

When hiring a protection agent, it is critical to understand exactly the purpose of the assignment. Often, an agent will be hired to provide protection and due to poor planning or lack of thought by the client, the details of the job will change dramatically, altering the protection priorities and rendering any advance work useless. In addition, failure to understand the exact details of the job can lead to an improper agent-hire if the agent's abilities are not suitable for the revised duties. This happens often when there is poor or no direct communication between the client and agent.

To ensure there is no communication error, the client and the protection agent should sit down and discuss the exact duties of the agent or team. Guidelines must be developed and strictly adhered to. Constant communication must be kept to ensure the duties are being performed to the satisfaction of both parties.

Final Caveats

Clients will often forget what the agent's role is, particularly if the assignment grows long and complacency sets in—something that can have tragic consequences. Becoming overly friendly with the client can also create problems. An agent must keep in mind that he or she is an employee with a critical job to perform. Friendships can bring about emotions that cloud an agent's ability to perform the job objectively and effectively. Emotions can lead to errors, and errors can cost lives.

Select a protection agent wisely. Though not always available due to the confidentiality of many agents' client bases, ask for references. When not available from previous clients, look to get references from other agents or protection companies.

Q: *What's the difference between a rich redneck and a poor redneck?*

A: *Whitewalls on their wheelbarrows.*

History Lessons: The Assassination of Franz Ferdinand

The importance of advance work and effective personal protection

History has shown how some protection agents have failed their duties due to improper or poor advance work and planning. One such case is the assassination of Archduke Franz Ferdinand—heir to the imperial throne of the Austro-Hungarian Empire—in 1914. The assassination of Ferdinand triggered events that culminated in the start of World War I.

The Assassination

As Inspector General of the Army, Ferdinand accepted an invitation to visit Sarajevo, the provincial capital of Bosnia, to inspect army maneuvers. The provinces of Bosnia and Herzegovina had been under Austro-Hungarian administration and protection by international agreement since 1878. In 1908, Austria annexed the provinces outright. Some European governments were upset at the annexation, but Greater-Serbia proponents were outraged. They wanted the provinces to be part of a Serbian led pan-slav state, not part of the Austro-Hungarian Empire. A Serbian secret terrorist group, the Black Hand, decided to assassinate somebody in protest. Ferdinand was eventually selected when his trip to Sarajevo was made public. By killing him, the threat of his reforms would be removed.

Borijove Jevtic, one of the conspirators gave this eyewitness account: *When Ferdinand and his retinue drove from the station, they were allowed to pass the first two conspirators. The motor cars were driving too fast to make an attempt feasible and in the crowd were many Serbians; throwing a grenade would have killed many innocent people.*

When the car passed Gabrinovic, the composer, he threw his grenade. It hit the side of the car, but Ferdinand, with presence of mind, threw himself back and was uninjured. Several officers riding in his attendance were injured.

The cars sped to the Town Hall, and the rest of the conspirators did not interfere with them. After the reception in the Town Hall, General Potiorek, the Austrian Commander, pleaded with Ferdinand to leave the city, as it was seething with rebellion.

The Archduke was persuaded to drive the shortest way out of the city and to go quickly. The road to the maneuvers was shaped like the letter V, making a sharp turn at the bridge over the River Nilgacka. Ferdinand's car could go fast enough until it reached this spot but here it was forced to slow down for the turn. Here [Gavrilo] Princip had taken his stand.

As the car came abreast Princip stepped forward from the curb, drew his automatic pistol from his coat and fired two shots. The first struck the wife of the Archduke, the Archduchess Sofia, in the abdomen. She was an expectant mother. She died instantly.

The second bullet struck the Archduke close to the heart.

The Seven Deadly Sins

Following the initial attempt on his life, the Archduke was taken to his scheduled meeting. This was mistake number one. The Archduke should have been taken to a completely different location other than what his schedule had already dictated. Possibly, it would have been better to return to the train immediately and leave the area completely.

Instead, the Archduke decided to keep to his schedule and attend the reception at the City Hall. Once the Archduke was notified of the condition of the members of his party that were injured during the assassination attempt, he insisted on going to the hospital to visit with them (mistake number two).

One member of his staff, Baron Morsey, did not think this a good idea but, his staff was persuaded otherwise and the visit to the hospital was decided.

There was no advance work done on this route, no planning, and no considerations for security or safety (mistake number three).

General Oskar Potiorek decided on the quickest route to the hospital. The problem was that Potiorek forgot to tell the driver, Franz Urban, which way to go and Urban did not to ask where he was going (mistake number four).

While traveling to the hospital, Urban took a wrong turn. When notified of this mistake, Urban stopped

the vehicle (mistake number five) and backed up at a slow rate (mistake number six). By happenstance, Gavrilo Princip—one of the conspirators—exited from a sandwich shop where he had taken refuge following the initial failed attempt at that same moment. He stepped forward as the car was backing up and shot twice into the vehicle, hitting the Archduke and his wife.

General Potiorek, thinking perhaps that the shots had missed or underestimating the severity of the injuries, ordered the car to return to the governor's mansion rather than the nearest hospital (mistake number seven). This would prove fatal, as both Ferdinand and his wife would die from their wounds.

What Should Have Been Done

The Archduke should have exited the area completely after the first assassination attempt.

The Archduke should not have been allowed to visit the hospital.

Advance work should have been done on the hospital route.

Communication between General Potiorek and Urban, the driver, should have been better.

Urban should have kept moving forward to find a place to turn around, instead of stopping the vehicle in the middle of a street and reversing slowly.

Following the shooting, Ferdinand and his wife should have been taken immediately to the nearest hospital.

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Celebrity Protection, Martial Arts and the OPSEC connection

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Lights camera, action. Protecting the rich and famous, sounds glamorous, think again. Fame, wealth along with certain lifestyles are the very factors which makes life for the Executive

Protection Specialist difficult. Not only are your clients in the limelight, but as a security agent trying to keep a low profile, you too are thrust into the press gauntlets and the uncertainty as to when the next tabloid interview will surface.

To back up a few steps, let's first determine what may define one who has reached the celebrity status. Each of the arenas we protect- corporate, entertainment, sports and the political circles, has what we refer to as high profile individuals. From the likes of Bill Gates to Michael Jordan to visiting heads of state, they all experience the same scrutiny as those involved with the Hollywood "A" list and singers alike.

For those of you who have worked for Government agencies that provide protective services, such as the Secret Service, you have received Government sponsored training and participated in large-scale team efforts. These services not only allow for of advance teams and near unlimited resources that will support training and also fund local law enforcement, but also provide for a full motorcade and enough personnel to occupy two full floors at a hotel during an Executive Protection assignment. For those of you who have experienced this and decide to work in the private sector you will be in for a quite an awakening. Most projects in the private sector are comprised of a client and one or two protectors. Generally there is one advance person and one personal protector. Because there is only one or a small number of you, be prepared for long days and short nights. If you have been hired as the sole protector then it is common knowledge that theoretically up to, and including present years, it was impossible for one person to protect, defend and cover and evacuate the client or otherwise known as a principal. Most agents that have been involved with high profile clients for any length of time now know that it's possible, but it means a closer relationship with your principal. To undertake an assignment of this magnitude one has to stay physically sharp, this sharpness can only be achieved with consistent training, done in your spare time or in between projects. Training is comprised of conditioning, martial arts or defensive tactics skills, firearms training, medical emergencies and simulated attack on principal movements. Since Executive Protection assignments differ from public to private sector we will focus on the latter.

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Certainly there are many factors involved that will dictate a successful program, such as procuring intelligence and implementing various training skill sets. Upon reading, you will find that as physical as the training is for the Executive Protection specialist, much of it is more cerebral in context. A mental chess game if you will.

One way to structure an effective program is to follow the guidelines of what is known in military lingo as Operations Security or OPSEC. For those of you that are not fully aware of the term OPSEC, in its basic form, is best described as the protection of sensitive information, which, if identified, could be exploited to directly affect your operation. For those professionals who insist on a full program and have the funds to support it, OPSEC will have to play a big part in its success. OPSEC is comprised of several components.

- 1) First we must identify sensitive information, its value, and how it relates to the project.
- 2) Analyze and assess the threat and all indicators.
- 3) Determine the vulnerabilities
- 4) Assess the risk versus cost, expenses etc.
- 5) Conduct the appropriate countermeasures and contingency plans: This will include safeguarding sensitive information from being exploited, what to do if information is made public and hardening your target physically by recognizing threat indicators.

Since Executive Protection assignments differ greatly from public to private sectors we will concentrate on the latter versus the former. Not only is the makeup of the assignments different, the costs and manpower greatly influence how the operation will be conducted.

In following the formula for an OPSEC program you will have to tailor the five steps and your operational training above to the mission at hand. The first step, and in my opinion one of the most important, is to gather information relevant to the assignment. This information should be considered sensitive and critical to the outcome. The information will be disseminated and appropriated to the correct agents. Some information may be critical to the advance team while other sensitive information will be just as vital to the close protection specialists.

In essence, you, as a team leader, will need to information proof your entire operation. That's not to say that during actual situations you will not divulge certain aspects of the operation and reveal what the team is up against. Common sense will play a big part as to who knows what and when. Should you, as team leader be fortunate enough to have a command post, otherwise known as a CP, my advice is to never leave it unattended. Use secure lines and secure resources even when just describing what your company does relative to any operation. For instance, anyone looking at your company on the web may gather enough information on how you represent yourself, your training methodologies and of your strength and weaknesses to deduce your operational strategies.

Now let's get back to the client's information. Most of his or her information may be obtained by doing a personal profile of sorts. This profile can be lengthy and may not be completed in the infant stages of the project. This is the sensitive information that your client may not want to share at the inception of the project without fully understanding the true nature of your request. This personal information coupled with the operational side will complete your intelligence apparatus necessary to begin. However, and it should not be forgotten, you will always be gathering and disseminating information throughout the operation.

Phase two of the program is to analyze and assess the threat. Essentially, you must determine why you are being hired as a protection specialist to begin with. The threat, as you may well be aware, can come in two forms: real or perceived. For the sake of an argument let's assume that you are working for a celebrity client, or a client with celebrity like status, and the threat is real. The threats to these very public figures often take the form of obsessed fans, stalkers, deranged psychotics or unruly crowds. In many cases it's an individual(s) seeking the spotlight by aligning him/herself with a celebrity figure. In other words it's the delusional stalker that wants to share a false connection and/or the stage with his or her intended victim. Whereas a perceived threat would be determined a closed case after all the necessary research was completed. That's not to say the information would be discarded, rather secured in the event a similar circumstance arose again

whether perceived or real threats, all physical training would continue. This in turn keeps the agents sharp and ready should the project turn from perceived to real with little or no notice.

In the case of international travel you will need different information to digest and evaluate. This data may come in the form of country profiles from the State Department or different sources that maintain real time concerns to the analyst. This information may give the protection team an idea as to how the country looks at a person of your client's stature; would he or she be a prime target based on the political infrastructure of the country in question. Are there any anniversary dates that could be the catalyst in justifying another violent act. Basically it's pieces of a puzzle that many times have to be put together quickly and completely. Your advance man in this case would be the most important of team members at this stage. Your advance compiles the initial information adding to that additional intelligence foreign and domestic and reports his or her findings. This information is compiled while advancing the location ahead of time where the principal will be spending time. These initial steps minimize the risk and exposure of your client. It will also and importantly so will minimize the risk to fellow agents when the project is in motion. If there seems to be something missing you may have to assess and gather more information, upgrade your training modules and begin the process all over again. An OPSEC program when done correctly means the agents are constantly gathering intelligence and reevaluating the threat. Much should be done prior to the operation actually beginning, there are times, however, that the data gathered is an on going process that is if you have on board an analyst who is very good at what he does. In the case of one-on-one or two-on-one projects trust in your partner and your client's trust in you that your instinct, training and experience will prevail.

Phase three is best described as determining your vulnerabilities or weaknesses you may encounter during your operation. As previously mentioned, least we forgot, within the private and especially working with high profile celebrity figures, it may often times be one-on-one. You may be fortunate enough to have an advance man or woman. Thus, due to the lack of personnel you will certainly have

major vulnerabilities and weaknesses. For instance let's say you are the only protector with a well-known public figure; let's say a singer or Hollywood's elite. Your first major weakness is that you cannot be in more than one place at a time. You cannot do advance work and cover your principal simultaneously. The vulnerability is that little or no advance work is done. You would still be in place to gather information sensitive or otherwise, analyze it and create operational strategies relative to the movement of your client. During this sole information gathering process you develop assets. These assets come in the form of drivers, airport personnel, venue management, police officers, hotel staff and other security companies that are directly responsible for a destination that your principal may be visiting. The disadvantage here is that you do not know the strength and weaknesses of these additional team members. In addition the information shared to these additional members must be restricted to the elements within their scope of involvement. Putting together an Executive Protection team with the private sector using the OPSEC principals is truly a balancing act. Analyzing, re-evaluating and decision-making will be your constant companions before during and after a protection program of any nature. Experience and instinct will dictate how you handle the information and more importantly how you disperse it. This, in turn, will minimize your vulnerabilities to the point where they are manageable.

Phase four of your OPSEC program may indeed come in the beginning, but regardless of its order the premise will be to assess the risk and then figure out what it is going to cost. Many times constructing a program this extensive will incur various costs. In celebrity circles, especially with new clients, education is the key. This education in the infant stages of the program is paramount, as the client will become aware of what is it that you are going to do and how you are going to do your job and related tasks. Budget wise, they may not be able to afford or think they can afford the total package, since the client may be new to the world of protective services and likewise. On the other side of the coin, they, in turn, may be breaking in a security professional with so much information that it may be overwhelming. At this stage marketing, negotiations, and compromises will be constant companions. Creative conversation will be an

important tool in obtaining the best dollar for your services. An OPSEC program is worth its weight in Gold, but would you do a lesser job if offered silver? Risk versus cost will always be a sensitive issue. It may, instead of being phase four become phase one as previously noted. Once the cost is of doing business with a program of this type has been established then the gathering of information starts. If the data you have gathered proves to be unfavorable to your business and personal ethics, then the assignment, at that time, should cease to exist. If in fact the information all checks out favorably, then your preliminary interview with the client may be the start of a long or short-term relationship.

Phase five of the process is implementing a countermeasures program. This includes, but is not limited to, deciphering information. Another part of the program, budget notwithstanding, is a counter surveillance plan. During this countermeasures process you will start putting the pieces together from information that concerns your principal to a routing process that will be used as part of your teams' advance work and counter surveillance agenda. This course of action will greatly minimize and many times prevent an adversary from gaining insight into what you may deem project sensitive. In looking at this sensitive information from a threat point of view, you will then look at how, when and if this data that you have gathered can be exploited. The countermeasure part of the OPSEC program can be time consuming. The amount of time allocated to this part of the program must be beneficial and cost effective to the mission. With this abundance of countermeasures in place one would think that the operation or detail in executive protection lingo would not be in danger of not happening. On the contrary one unforeseen incident may make the protection specialist have to start the program all over again. For instance a report of a person of interest such as a stalker, obsessed fan, etc. surfacing in the area that the principal will be visiting will make the team re-evaluate the program to see if contingency plans are in place and if local law enforcement has been notified.

As you will observe, an OPSEC program is in constant motion. Information is continually disseminated and analyzed. Within the private sector, this program will be conducted on a much

smaller scale than their Government counterparts, although you will encounter the obstacles of fewer resources and agents, the procedure and the analytical process will be the same. Although between the two groups of agents that have been mentioned there are many different perspectives and the methodologies, but the end result is similar. This end result is to protect any and all information that may prove to be detrimental to your client and many times to their families as well. The wrong information in the wrong hands about your client's beliefs may be publicized. This potentially sensitive information inadvertently leaked to the public will indicate a weakness somewhere in your security program and may result in physical attacks on your client. These weak links in the celebrity circles come in the form of record companies, production personnel, promotion people, and of course the paparazzi. The latter have a large network that makes it their business to know where your client is.

Becoming a good protector is therefore not only about the physical training of the Martial Arts, but about learning the Martial Way. It demands the constant sharpening of ones mental discipline and acumen to become like the Samurai with the sharpened sword who uses it only when absolutely necessary. Being an Executive Protector in the most genuine sense is, therefore, not a sometime thing it's an everyday thing, constantly sharpening the mind, body and spirit. To put someone else's life before your own, to protect someone at times you barely know. It takes a special person.

Client Facilitation

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(This Is Part I of A Multi-Part Article That Will Continue In Subsequent Newsletters)

A new term that has seamlessly entered the world of executive protection is "client facilitation," an event that includes the many basic elements of protection. Many in the business may view this as executive protection "light" but from a business, legal, and insurance perspective this could perhaps be viewed as a different category altogether. This view might be especially shared by those of us who have engaged in executive protection in the

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government and private sector, and have done so up close and armed. Regardless of your point of view, I believe "client facilitation" is an interesting phenomenon that is here to stay, growing, and may more properly define the roles that many of us execute today and will engage in tomorrow.

While constrained from discussing a recent overseas client facilitation assignment in any depth, I can say the experience was well, different. Being unarmed and far from near proximity to the client most of the time was unusual but, upon reflection, neither unheard of nor unwarranted. As I was in the company of some 50 odd others with a similar background, some now charged with duties similar to the standard executive protection and others with duties more akin to mine, conversations turned to the client facilitation operations.

To a person, all agreed that if a threat truly existed they would never take an assignment as a protector unarmed unless accompanied by armed professionals, and therefore would classify such an assignment as executive protection. With the new federal law enabling many former federal agents and police officers to carry firearms nationally after meeting the stated qualifications, they felt empowered to operate in a manner more closely resembling their times on government assignments with personages of lesser stature and therefore personages assigned fewer protectors-sometimes but one or two. However, there was ready admission that many assignments were more client facilitation than executive protection.

With client facilitation, and absent the authority to carry a firearm, a situation faced by many in the private sector, all involved in discussions during the briefing period and over the three week operational period agreed, as they had on previous occasions, that advances were the single most important element of facilitation. The reasons while obvious to some are not to others. In many cases, client facilitation involves no presence whatsoever. Rather, it involves such things as merely being contactable and available to respond in the event of a "problem." Being in the vicinity of an event, being in a building but not near proximity to the client, shadowing the client's movements, or providing current risk assessment on the method of transportation, hotel, restaurant(s), meeting

sites, and recreational sites such as golf courses, theaters, and other entertainment or charitable event venues require, if done professionally, many of the same inquiries, visits, analysis, and information gathering and dissemination as does a full client facilitation advance.

With that in mind, I have provided what amounts to a "client facilitation" outline. Doubtless that it can be improved upon, as time, money, and experience can improve almost anything. Nevertheless, it is provided as is, a simple approach to client facilitation.

ASSIGNMENTS

Client facilitation falls into primary and secondary categories. Primary categories are: Lead Advance, Site/Duty Specific Advance, and Post Standers, and the assignment may utilize one person for all assignments or assign additional personnel to the different categories depending on the size, complexity, and duration of the visit. Secondary categories include duties and venues such as Transportation, Residence, Visit Venue, Restaurants, Command/Communication, Intelligence/Information, and Public Safety Contacts. Common to both primary and secondary categories is the need to acquire, synthesize, and distribute information.

For the purpose of brevity, Part I touches only on the duties of the Lead Advance and the Site Advance.

LEAD ADVANCE

The Lead Advance agent must acquire any and all information necessary to properly facilitate the visit of the client. If need be, the agent must be pleasantly aggressive in obtaining information *the agent* deems necessary to professionally facilitate the visit.

This includes all data, including personal and business data that contribute to a smooth, safe, and incident free visit thus allowing the agent the opportunity to forestall or prevent disruptions by adequate planning and amassing alternative courses of action and direction to avoid conflict.

Information acquisition includes a precise definition of the assignment and a clear understanding of the facilitator's duties to and responsibilities for the

client as an entity, as well as individual members of the entity. The facilitator must obtain the identity of the venue(s) to be visited and, on his own, obtain the history of the venue, the event history, (e.g. past stockholder meetings, golf tournament, fund raiser), public visibility of the client in general and at the venue(s), needs/demands/expectations (medical, type of vehicle, type of clothing to be worn, and otherwise), and what could be described as idiosyncrasies-hotel room size and location, plunging into crowds, late arrivals, early departures, insulting and dangerous conduct, temper tantrums, an abrasive and challenging personality, desire to go to dangerous places, late night activities, potentially illegal activities, and so on.

Once the Lead Advance has obtained adequate information on duties, responsibilities, and itinerary, that information must be synthesized, keeping in mind the assignment may involve additional personnel. The Lead Advance must be constantly aware that even though those assisting in the facilitation may have similar experiences and training, human idiosyncrasies cause what appears to be clearly stated information to be interpreted differently. This can lead to serious operational difficulties and therefore must be clearly defined. The Lead Advance must also realize that as the complexity of the event grows and personnel from similar but not identical training and agency/company backgrounds are incorporated into the planning and execution of the event, the potential for misunderstanding grows exponentially in relationship to numbers of personnel, sites, events, and clients to be facilitated. Therefore, to reduce the opportunity for errors, and there will most always be misunderstandings for a myriad of reasons, the Lead Advance must fully understand and consider individual personalities of clients and facilitators, competence and experience of facilitators, resources-both human and equipment, application of those resources to the assignment, the implication of resource quality and availability on the visit, and the overall adequacy of local resources. The Lead Advance agent must always plan on a shortage of manpower and resources at the time of greatest need and plan accordingly, preparing for the inevitability of an errant employee and failure of all things mechanical. Equally important, the Lead Advance must stay

alert to current and developing weather conditions as they will impact on client, the event, the personnel, and the equipment employed for the event.

The Lead Advance must create a comprehensive and detailed mission plan and statement, clearly outlining the parameters of the event inclusive of the number and general activity of the client(s) as well as the specific identity of the locales to be visited and what is to occur at each site. The mission plan must then be passed to selected site advance agents (site managers/supervisors). Further, the manager must be tasked with determining the minutia of each event at the location to which they are assigned as well as a complete understanding of the physical layout of the site and how operations at that site will impact the client's visit. The Lead Advance should always consider the strengths and experience of the individual Site Advance agent in selecting a site assignment. If a Site Advance candidate is lacking experience in site planning but has demonstrated the ability to manage tasks with growing complexity the Lead Advance should assign him/her to the least complicated advance assignment and closely monitor him/her.

The Lead Advance must coordinate the activity and planning of all Site Advance agents, pulling all sites, their posts, and other activities into the overall mission plan. However, the Lead Advance must not micromanage and must avoid site minutia that can and will, if unchecked, negate successful and comprehensive plan execution and resource management. However, the avoidance of micromanagement and site minutia does not mean the Lead Advance avoids or abdicates oversight. The Lead Advance must obtain site plans and analyze them both individually and as part of the whole visit plan. He/she must direct changes or modifications accordingly and, most importantly, share reasons for changes and modifications with all Site Agents for their comments and input. The Lead Advance must realize that changes at one site can and often do effect other sites. Also, sharing ideas, explanations, and reasons for actions and assignments increases the knowledge and expands their horizons on a number of important elements of event planning.

In Alabama, they think high cholesterol is some sort of religious holiday.

KIDNAPPING: A BIG BUSINESS ON THE RISE IN MEXICO

"Worse than you know"

Global Rapid Response

The Steele Foundation

San Francisco, California

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Introduction

Mexico, especially its capital and Northern border towns, is suffering an epidemic of violent kidnappings for ransom and extortion making it the number one kidnap hotspot in the world. Nearly 85% of all kidnappings in the world occur in Latin America with Mexico accounting for nearly half of those incidents. For the first time, ordinary citizens in many major cities throughout the country are organizing public protests against a crime that they feel is out of control. This special report addresses the overall situation in Mexico, with a focus on Northern border cities. This report incorporates on-the-ground intelligence gathered from our Global Rapid Response Center in Mexico City and reflects best business practices based on The Steele Foundation's daily operations in Mexico City and conducting cross-border protective details.

Overview

Kidnapping in the United States usually involves sex offenders or disaffected parents "kidnapping" their own children after losing an acrimonious child-custody case. Commercial kidnapping for monetary profit is very rare in the U.S. It is rarely successful and is taken very seriously by the police. Additionally, U.S. police are neither protective accomplices of the kidnappers, nor potential participants themselves. The situation can be diametrically different in Mexico.

Mexico overtook Colombia as the world leader in reported kidnappings in the first six months of 2005 with 194 cases, compared to 172 abductions registered over the same period in Colombia. A large percentage of kidnappings are never reported to the authorities. There are the ever-present threats of further retaliation if police are informed. More ominous is a prevailing distrust of the police

by ordinary people - the police are often associates of the kidnappers. It should be noted that the actual number of unreported kidnappings is estimated to be nearly 10 times the reported incidents with expected kidnappings in Mexico to top 4,000 in 2006. Kidnapping is a highly organized form of crime in Mexico, second only to large-scale drug trafficking, and is seen as a booming business. A kidnapping occurs every six hours on average and few perpetrators in this thriving multimillion-dollar industry are ever caught. Recently, new methods in "express", "virtual", and "cross-border" kidnappings have emerged. These will be further discussed in this report.

The two most active areas of Mexico are its capital and several key Northern border cities which are home to manufacturing plants and large scale drug cartels. Mexico City for example accounted for approximately 69 percent of the country's kidnappings in 2005. Based on intelligence sources in Tijuana, Laredo-Nuevo, and surrounding areas, the risk to both foreigners and local Mexican business men is worse than ever. According to figures maintained by the Baja California Office of the State Attorney General (PGJE), Tijuana's wave of murders and kidnappings has reached record levels. The targets usually are wealthy or middle-class Mexican businessmen or members of their families. Ransoms can reach into the millions of dollars.

No one knows for certain how many people are kidnapped or abducted each year in Tijuana. It's unclear whether a marked increase in kidnappings is taking place, or whether the business community is reacting to an accumulation of events. Few people report kidnappings to police in Mexico, either because they don't want to aggravate the situation or because they don't trust authorities. Law enforcement often finds itself hampered in solving such cases because closemouthed families of victims prefer to deal directly with kidnappers. Though Mexican-American business people have been targeted, until recently, most kidnapping groups appear to avoid foreigners. Some believe that might be due to logistical challenges, an increased presence of security, and the risk of international attention. It should be noted that although this report addresses the risks to multinational companies and their employees who most often live in the US and work in Mexico, the

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population of employees most at risk remain key Mexican employees and their families working for multinational companies.

Mexico's abduction problem has spawned a billion-dollar-a-year private security industry in Mexico, which provides wealthy families and corporations with bodyguards, armored cars, prevention training, and kidnap negotiators. In the last 18 months, The Steele Foundation, headquartered in Mexico City with a satellite office in Tijuana, has seen a 32% increase in their personal protection services, especially the daily cross-border protective details between the US and Mexico. Additionally, armored vehicle sales have increased nearly 1500% in the last 24 months in Mexico and personal security is now a top-of-mind issue among corporations desiring to sustain quality management in the area. The hiring of private security companies in Mexico should be approached with caution. As in any high growth industry, the increased need has created opportunity for the unscrupulous and under qualified. As an example, local bodyguards in Tijuana who were making ten dollars a day kidnapped their own protectee. Some kidnapers even offer their services, disguising themselves as security experts to protect foreign executives. For this reason, many corporations operating in Mexico turn to foreign security companies who can vet their local personnel as qualified and trustworthy. Foreign executives working in the 580 *maquiladora* (manufacturing) companies were able to avoid being kidnapped until August 1996, when a criminal gang abducted Sanyo Video Components Vice President Mamoru Konno at a company picnic. His abduction had been carefully orchestrated by a Sinaloa-based kidnap organization that had recruited several plant employees to assist them. After nine days and the payment of a \$2 million ransom by Sanyo, Konno was released unharmed. Tijuana alone has over 1,000 corporate production plants employing over 250,000 people. Literally thousands of upper level executives cross into Tijuana and other border cities on a daily basis. Most of these executives cross into Mexico without a protection escort and few companies offer regional security briefings, a practice which indirectly contributes to unnecessary exposure. We highlight several recent kidnappings later in this report.

Motivation to Kidnap

Kidnappings generally occur for one of two reasons: financial gain or terrorism. It is important to recognize that the overwhelming majority of kidnappings that occur in Mexico are not related to terrorism. This is important as you plan how you and your family, or company, prepare yourself to deal with such an incident. Among the many motives, the primary motive in Mexico is economic.

Kidnappings of business people or other residents are typically committed by criminal or syndicate rings that specialize in kidnappings for financial gain. They differ from the abductions that drug trafficking groups carry out against rivals, informants or people who owe them money, due to the fact that the goal is to collect a ransom, not revenge. Though drug trafficking is the major source of revenue for the Cartel, kidnappings are quick easy cash for the smaller dealers. Smaller Mexican drug trafficking groups, some composed of former military personnel or in league with sympathetic police, kidnap individuals who they suspect possess access to financial resources. Until recently, kidnapers would target very wealthy victims, in military-style operations. Now they are preying on the middle classes. Having moved to a mass market, they are settling for smaller ransoms: \$100,000 is now deemed to be a worthwhile haul.

Juarez to Tijuana: Drug Cartel Violence Affects Stability for Multinational Companies

With the upcoming elections, there is a push to increase political contributions and finance "friendly" candidates. This pressure is having a direct impact on Northern border towns where the Cartel is increasing trafficking to raise cash and collecting on debt from distributors which is resulting in violence in the streets. Many law enforcement officials attribute the unusually high amount of violence in Tijuana to the increasing activity and infighting of major drug trafficking factions. Kidnapping attempts of this nature have been aimed primarily at members of other drug trafficking organizations, criminal justice officials and journalists, however, foreign visitors and residents, including Americans, have been among the victims of homicides and kidnappings in the border region. The overall affect is increased

instability and greater risk of being a victim of random crime.

In Tijuana, the settling of accounts through assassination is not as public as in other border towns such as Juarez. In Juarez, drive-by shootings often injure innocent by-standers and commuters. According to The Steele Foundation, over the last seven years of providing cross-border security details, not one executive commuter has been injured as a result of a drive-by shooting. With that being said, in Tijuana last year, some 300 people were shot, stabbed and beaten to death last year, many of them in slayings linked to the trade in illegal drugs including marijuana, cocaine and methamphetamine. For as little as 5,000 pesos, or US\$450, you can find someone locally who is armed and willing to kill for hire. Shootings have taken place at busy intersections and at popular restaurants during daylight hours. Analysts say the social costs are also rising as cartels flood the streets of the fast-growing city of *maquiladora* export assembly plants with cheap meth, where it finds a ready market among working people on low incomes. The U.S. has joined the Mexican government in mounting an intelligence sharing operation in San Diego to curtail the drug activity and kidnappings, but recent violence has even forced United States agencies to question their own safety in Tijuana. The DEA, FBI and others have pondered pulling their agents out of Tijuana.

Types of Kidnappings

No longer a cottage industry targeting the privileged few, today nearly everyone, rich to middle class to those of lesser means, faces the threat of kidnapping by organized gangs or the unorganized. Kidnapping for ransom demands are tailored to the victims, and if family or friends lag in paying even small amounts they may be sent crudely amputated body parts as a sign of worse to come. The most common types of kidnappings are:

Parental kidnappings

While statistical information is not accurate or reliable in Mexico, these not only occur among divorcing couples or conflictive families, rather abductions of minors by non-family members are as equally, if not more attractive in Mexico.

"Express" kidnappings

"Express kidnappings" occur when a victim is abducted, forced to withdraw money from an ATM or bartered for a smaller amount of money – historically it was US\$3,000-US\$5,000, however this amount has increased to ransom payments between US\$20,000-US\$30,000 – and is released within 2-5 days after the family provides the cash. Government statistics, which are conservative, indicate there are more than 10 express kidnaps every day in Mexico. Some sources believe that 90% of express kidnappings go unreported. Kidnappers usually remove valuables: Credit cards, cash, jewelry, cellular phones, and other valuables. Once the victim has given these items and satisfied the criminals, the victim is normally released. Growing but still rare is the case of common thieves kidnapping victims by forcing them to enter their vehicle or a waiting car, at gun-point. Many "express" kidnappings take place in unauthorized taxis.

Traditional kidnappings

Kidnapping of persons believed to be financially affluent are carried out by professional, well organized gangs, although lately common criminals are also getting into this activity on a larger scale. Behind these well-organized criminal gangs, are in some cases, local and foreign radical groups, who obtain large amounts of money from this activity. After the kidnappings perpetrated by Daniel Arizmendi, who was known for mutilating his victims if they did not pay, groups of "beginner" kidnappers are now attempting to copy Arizmendi's tactics by increasing the level of violence, in turn making the negotiation more complex and dangerous.

Extortion

Kidnappers select their potential victims by reviewing business directories, public directories, and other media sources. The victim is contacted and told by the kidnapper that he has been asked to kidnap or harm them; he then indicates, however, that after studying them, he realized that they do not have the financial resources that were originally thought. The kidnapper then indicates that he is calling to "recover" money for his time and effort invested in studying the victim and his family. The victim is threatened and offered the opportunity to know the name of the person who hired the kidnapper in the first place along with

photos taken during their surveillance. In most cases simply out of fear, the person pays the ransom money to a small bank where the funds are withdrawn remotely from another state.

New Trends in Kidnapping

Criminal elements, primarily located within Northern Mexico, are now using new methods to kidnap by leveraging family or relationships based inside the United States. Large and small drug trafficking groups hire Hispanic gang members from San Diego as assassins, or recruit sons of well-to-do Mexican families, commonly referred to as "Narco-Juniors." Both are valued because they have U.S. citizenship and can travel between countries at will. Members of these groups act as facilitators during ransom payments or as the actual kidnapers themselves.

Another new trend is the "virtual kidnap" in which a caller demands money from a person so that they won't be kidnapped. This method is growing among Tijuana's business community who often travel cross-border. Virtual kidnappings rely heavily on obtaining -- and exploiting -- personal information about the target. According to inside sources at The Steele Foundation, in one such scheme, the kidnapers position themselves at a mall or other youth hangout claiming to offer young people a chance to enter a contest for prizes such as iPods or X-Boxes. The youths then fill out "entry blanks," unwittingly offering up personal information such as addresses, home phone numbers and the names of parents. Afterward, the kidnapers follow the potential target until he or she enters a place where cell phones cannot be immediately answered, such as a school or a movie theatre. This provides the kidnapers with a window of opportunity to call the target's parents, claim that they have abducted their child, describe details of authenticity such as what the person is wearing or where he was going, and demand that a ransom be paid immediately. Unfortunately, parents who are not properly advised on how to act during these incidents and do not recognize the deceit are quickly paying the ransom demands without properly involving the police.

This new form of pseudo-abduction is based largely on psychological shock, or scaring the victim's family into making an irrational and impulsive

decision such as transferring large sums of money. The advantage to the abductors is that none of the traditional infrastructure is required for virtual kidnappings. Typical kidnappings involve the housing and feeding of the victim, and usually require a gang of accomplices to successfully execute the victim. With increased manpower and infrastructure, the risk grows of a kidnapping going bad. A virtual kidnapping can be pulled off by a single person or small gang, using a cell phone and requesting ransom money be deposited into an anonymous bank account.

Lethality

In addition, kidnapers have become more violent. In the past, victims were rarely molested. Now female captives are usually raped, and men are often beaten and mutilated. Ears and other body-parts are sent to the victim's families. Kidnapers in Mexico are three times more likely to kill their victims than are their counterparts in Colombia. About one out of every seven people kidnapped in Mexico died at the hands of their captors in 2005, compared to one out of every 26 victims in Colombia. Between 1970 and 1976 - when leftist guerrilla groups in Mexico launched a campaign of kidnappings of prominent businessmen - 32 kidnap victims were killed. Between 1994 and 2000, years marked by economic crisis, 115 kidnap victims died. That number rose to 199 between 2000 and 2005, with 43 people killed in 2005 alone. While some kidnapers in Mexico may kill their victims to eliminate witnesses or because they have botched a kidnapping, others use violence selectively.

Countermeasures to Prevent Kidnappings

One of the most effective ways to protect against the impact of kidnapping is to educate your employees and their families on the risks and provide them self-applied protective measures training. The best line of defense is one's own awareness and preparation. Additionally, it is imperative that you update your company's crisis management and continuity plans. Such plans detail the actions that must be taken by companies and employees to keep operations functioning during and immediately after a crisis. Comprehensive crisis management plans must ensure that managers, employees, facilities, and

technology staff all understand the plan, the roles they must play, and where they will work if offices are uninhabitable for a period of time. In addition to providing the plan, employees must participate in table top exercises to ensure the plan works with the team and the environment.

As a private company, you cannot stop the kidnapping industry, but you can employ best practices that minimize your exposure to becoming a victim. Since the nature of the workplace has evolved, the strategies to keep workers safe must evolve, too. The Steele Foundation recommends that families prepare for kidnappings as they might prepare for earthquakes, fires or hurricanes. Families should determine a tentative designated negotiator, decide tactics in advance, agree on maximum amounts to pay out, etc.

The first issue is changing one's frame of mind. Many people feel that they are immune because they're not rich. The most frequent kidnapping targets are middle-class executives and their families. Remember, wealth is relative. A middle-class income in the United States may well place a person on the top end of the income scale in Mexico. For those individuals traveling and/or working in Mexico, there are useful tips and advice to help avoid being a target.

- Dress conservatively. Avoid wearing clothing or accessories (including expensive jewelry) that would indicate wealth.
- Vary your routine. Change your path to and from work and home, but don't veer into unsafe neighborhoods. Also change the time of day in which you leave for work or home.
- Avoid taking rides in taxis. If the taxi driver insists that your company sent them to pick you up, contact your employer directly to confirm.
- Be aware of your surroundings. Also, make sure you pay attention to suspicious or erratic behavior in strangers.
- Avoid traveling alone.

As with any hurricane or natural disaster, you need to be prepared. Keep in mind that nearly 68% of all kidnappings in Latin America are uninsured and only 60% of Fortune companies provide K&R insurance for employees in foreign countries. Nevertheless, insurance helps. We recommend any

multinational organizations provide kidnap and ransom (K&R) insurance for their senior executives and staff while working on assignments abroad.

A typical Kidnap and Ransom policy is activated when an insured falls victim to a:

- Kidnap
- Hijacking
- Threat to kill, injure, or abduct
- Detention, death or dismemberment

A typical Kidnap and Ransom policy provides coverage for:

- Expenses associated to a Crisis Management Team
- Payment and delivery of ransom following a covered event
- Legal liabilities associated with a covered event
- Travel expenses for immediate family members during crisis

The Steele Foundation recommends that companies with groups of employees working cross border or in remote locations establish a secure transportation program for your employees. One of the most economic ways to reduce the risk of kidnap, robbery, assault and involvement in a traffic accident is to create an executive bussing program whereby executives commute in groups and are driven by a trained security driver. Buses are also expedited at the ports of entry. In the event that the company has no bussing program or the executive cannot be confined by bus schedules, The Steele Foundation recommends hiring an in-house or contract security driver that has area-specific experience.

Whether using an in-house or contract security driver or bus driver, the tasks of security screening for driver selection, annual driver proficiency training, route planning, surveillance detection training, effective communications between driver and command post, and emergency contingency planning should provide the foundations of the secure transportation program.

Recent Notable Kidnappings

[April 6, 2006](#)

A Korean business man, unofficially identified as Yong Hang King or Brian King, was kidnapped on April 6, 2006, by three assailants near the Hyundai Motors facility in El Florido, Tijuana. The criminals demanded 2 million dollars ransom for his release. Mr. King is a business manager for Amex, a company devoted to freight lifters and a vendor for Hyundai Motors, and resides in San Diego, California. Mr. King was traveling alone in a Tacoma pickup, when the assailants forced him out of his vehicle, and placed him in a white Toyota.

April 7, 2006

Yong Hang King or Brian King, abducted in Tijuana the day before, escaped Friday after his kidnappers dozed off, officials said. Yong Hak Kim, 53, a top administrator of Amex Manufacturing in eastern Tijuana, was seized as he drove to his business early Thursday. About 24 hours later, he was able to escape the small home where he had been taken, grabbing a gun and running into the street. He told police he was unharmed by his abductors, but injured himself after brandishing a weapon and trying to jump aboard a passing gasoline truck. The scene caused such a commotion that neighbors called the police, said Victor Ramirez, a spokesman for Tijuana's police department. Authorities arriving to the scene went with Kim back to the house where he had been held, but the kidnappers had fled. They recovered three pistols, two of which were plastic, Ramirez said. Kim told police he was blindfolded and had his hands bound, but could tell by listening to the voices of his abductors that two men and one woman were involved. He said that in the early morning, only two of his abductors were present and he waited until they fell asleep to escape. Kim, who is of Korean descent, lives in Los Angeles but frequently travels to Tijuana. His wife was with him in Mexico on Thursday, but he was alone at the time of the kidnapping.

April 10, 2006

Four days after the Kim kidnapping, another kidnap took place, this time an American citizen of Chinese descent was abducted by a heavily armed group. The victim was identified as George Kwok Choi Chu, owner of Choi's, which sells seafood to Chinese restaurants in the area. The kidnappers used violent force to subdue an employee during the abduction. Three SUV's of recent model were used in this case and the captors have not made

any contact with the police or Mr. Choi's relatives. Mexican and US authorities are currently investigating the case.

April 14, 2006

Abelino Inzunza, a Mexican national and real estate executive in Tijuana, Mexico, was abducted from his residence in Bonita, California, on Thursday morning April 13, 2006. Mr. Inzunza left his home and entered his parked vehicle at approximately 7:50 AM. Moments later, three armed men dressed in blue clothes and vests with the word "police" on them, blocked his exit and pulled the victim from his vehicle. Mr. Inzunza was reportedly thrown to the ground, handcuffed and put in the back seat of a newer blue/green mini-van with temporary plates, which then left the scene rapidly. The abduction was witnessed by two neighbors walking on Central Avenue at approximately 8:00 AM. After an initial investigation, the San Diego Sheriff's Department indicated that this was not a legitimate law enforcement action, and that it appeared to be a kidnapping. The FBI and Drug Enforcement Administration are assisting the investigation, in addition to officials at the border, who have been alerted of the kidnapping and the suspect vehicle. No sightings of the victim or the suspect vehicle have been reported at this time.

About Global Rapid Response

Global Rapid Response™ is the most comprehensive suite of security, intelligence, and remote incident management services available today. Global Rapid Response™ is a customizable program of critical services that prepare companies for potential risks, keep employees informed during their travel, and assist them back to safety should a crisis develop. Global Rapid Response™ is a unique service with its Emergency Operations Center in San Francisco and 24/7 Rapid Response Centers on five continents - all with local intelligence and expertise. Global Rapid Response™ delivers critical services to domestic and multinational businesses and nongovernmental organizations. www.globalrapidresponse.com.

About The Steele Foundation

The Steele Foundation is a multinational firm providing a broad range of specialized risk management services that are designed to control loss by providing innovative and strategic business solutions. Headquartered in San Francisco with

offices in Europe, Latin America, Middle East and Asia, The Steele Foundation services a multinational clientele of governments, corporations, individuals and non-profit organizations. The Steele Foundation has six core business segments including Business Investigations, Executive Security, Crisis Management, Information Security, Training and Education and Behavioral Sciences. www.steelefoundation.com.

Executive Protection — Do You Know Your Roads?

Richard Isaacs
The Lubrinco Group
New York, New York
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As a Personal Protection Officer for my employer, the primary responsibility for my office is the daily safe and expedient transportation of our principal. While driving in and around this busy city where I live, work, and play, the question that comes to my mind on a constant basis is "WHAT/WHEN?"

As professionals, we have been trained by EP driving instructors that an attack on our principal is most likely to happen while the principal is being transported. Our vehicle, be it a sedan or SUV, armored or unarmored, is an office on wheels, and this is where the bad guys will try to snatch, harass, or kill our principal. We as professionals are already aware of this fact. I now ask you this: "Do You Know Your Roads?"

You may ask yourself, "what does he mean by "Do I know my roads?" I drive these same roads everyday. I know the exact number of miles from my principal's residence to the office and back again. I could drive my primary route with my eyes closed, and my second and third routes with no problem. I can tell you where all the safe havens and choke points are. I'm on top of things. I arrive

at the principal's residence 15 minutes prior to pick-up and park down the street and watch for any unusual activity in the area. I'm on top of it. I've got it covered."

No doubt you do because you take your job seriously and you want to continue to work in an industry that pays well and has outstanding benefits. Well then what is this officer talking about when he asks "Do You Know Your Roads?"

As a professional, what do you do when you are confronted with a situation - carjacking, attempted kidnapping - while in your vehicle with your principal, your family, or even while you are alone? We all know that to hesitate or to do nothing will probably mean the bad guys will accomplish their mission. We are trained that we must keep the car moving. We may have to bang-up the vehicle some, or, worse, get shot at, but the most important thing to do as a driver is to MOVE! MOVE! MOVE! Get your principal out of the kill zone as quickly as possible.

As professionals we must conduct advances of not only the destinations where our principal will be in the future, but also of the various roads along the route(s) we take to these destinations. We must ask ourselves the WHAT/WHEN question continuously. It may not seem important to investigate possible surface contacts along your route but keep in mind the vehicle is heavy, and you may have 3 or 4 passengers in the car, plus luggage. It may have rained that night or earlier in the day. The ground that was hard is now soft. Weather conditions definitely come into play. rain, drought, spills, construction, missing manhole covers, or accidents can change an area quickly.

This means that you must get out of the vehicle to look, feel, and investigate areas where you may have to drive one day: grassy areas, medians, hilly areas, construction areas, and ditches. Yes, it may mean breaking a sweat or getting those nice shoes a little dirty, but it is necessary, because the bad guys are looking at these areas in order to better trap you.

This is where KNOWING YOUR ROADS comes into play. When this EP professional is driving along the route, be it the primary or secondary or tertiary

route, I drive past grassy areas, construction areas, ditches, hills, mountain ranges, deserts, and I am always asking what will I do when...

Let's say that out of the corner of your eye you see the bad guys coming, or maybe your principal or spouse or kid alerts you that trouble is brewing. You advise them to "GET DOWN" while at the same time you execute your move to get them out of the kill zone. You drive on, or drive through, or drive over whatever may be in your way. Let's say you're successful, but end up in the grassy area between the express way and feeder road, and your vehicle gets bogged down. Guess what? That's right, chances are that the bad guys may be able to recover and come after you. Chances are that your goose, or that of your principal or your family, will soon be cooked.

What happens when you get chased by the bad guys, or an accident in front of you develops and all you have time to do is swerve left or right to avoid an accident of your own? What do you now do? You deal with it as best you can, and do what is necessary to keep your principal safe while escaping and making your way to your nearest safe haven. We are trained to look where we want the vehicle to go, and know that eventually the car will respond. Now you find yourself headed straight toward the rather large grassy hill bordered by a small ditch with overgrown grass or weeds.

An executive protection *advance* of a location or building is very important; and not doing a proper advance can make or break an EP mission. But a well done advance of the destination doesn't matter when you're bogged down in a grassy area trying to escape the bad guys.

If we continue to do the best job possible there is no doubt but that we will be ready for the roads ahead.

Executive Protection in the New Century—A Brave New World

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My background both as a former Federal agent and "unconventional warrior" with US Special Forces (MACV-SOG) and the Army's Terrorism Counteraction Task Force as a green-suiter in the mid-80's allows me to bring some effective focus on today's corporate worldwide challenge.

But a lot has changed in twenty years.

The protection goals of principal or targeted executives have remained relatively the same: How to economically protect an executive whether in the US or abroad-when a threat scenario or hostile environment occurs.

An additional requirement is effectively briefing and educating today's corporate clients. This could also be termed "follow-through".

It is the unlevel world-wide playing field that has undergone radical change. For the first time since the years of the Red Brigades and the Baader-Meinhof Gang of Europe, corporate interests overseas, particularly the Middle East and Latin America, must seriously factor in realistic protection of its executive management.

The wisdom of at least two of three Federal agencies may be drawn upon and utilized by both clients and the executive protection professional. As many are aware the United States Secret Service is the hallmark agency charged with the protection of the Chief Executive and his family, in addition to visiting foreign dignitaries.

The US Department of State and the Office of Homeland Security both have a responsibility to provide current threat assessments for its citizens in certain cities locally or traveling management staff within regions of the world or individual countries. State Department advisories are general guidelines. With some diligent research, more specific intelligence or pertinent information may be obtained on a specific city within a country. As examples: Tel Aviv, Israel; Bogotá, Colombia or Damascus, Syria.

In many cases, executive protection specialists work with host government agencies or local professionals who serve as both intelligence sources and executive protection assets. It is

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these assets that will sometimes make or break effective threat analysis and protection teams.

One of the interesting maxims that come out of executive protection work, especially among corporate clients in the United States is "they love to see you arrive and then they love to see you go". This is directly related to the "success" ratio of your service to the client; it also is a left-handed compliment. Professionals get their own reward. It was years in law enforcement before I REALLY understood what that meant.

The length of the "protective detail" ideally should split the difference between what the client wants and what the professional convinces the client he really needs for his specific protection requirement. "The customer is always right"; well, maybe at Lowes or Nieman-Marcus. Educating the client is part of the implied contract. In a well run executive protection detail, the client or protected principal will come away from his or her experience with a new found appreciation of both how vulnerable they may be in today's society and how valuable your services are to their well-being.

In the 1980's, Princess Diana and Prince Charles went through an extended training period with the SAS (Special Air Service) at their Headquarters in Hereford, England. Both were intensely impressed with both the quality and detail of the protective service provided by the SAS to the "Royals". The SAS continues to enjoy an enviable reputation worldwide for their protection efforts.

Our own Special Forces Operational Detachment-Delta trains and organizes its efforts along SAS Squadron guidelines. Like the SAS, the Israeli Secret Services including the Mossad place a great deal of influence on realism and very current reliable intelligence information. Of all the important factors in executive protection, reliable and timely information and intelligence is chief among "sine qua non" requirements. Absolutely trustworthy staff, technological and language capabilities rate highest.

Executive protection is ideally a great deal more than warm bodies placed at likely avenues of approach or threat. It is infinitely more than

"bodyguard" assignments as visualized by a growing less-than-intelligent general public.

As world transnational terrorism continues to mount, corporations will continue to need our services for their key employees. Observing the security measures change in U.S. airports following the 9/11 aircraft hijacking are indications of complications that must be currently dealt with by professionals. In many cases, these types of security measures are marginally effective against a threat, but they may cause more problems for the clients and protective staffs. Specifically, these same measures may obviate the use of imported technology or any use of firearms, even when provided by the host nation or clients-without permits or special licensing.

A well-known and respected investment firm began to have interesting reactions among its clients to the down turn in the stock market from the .com bubble and other market factors. Threatening behavior was one reaction, complete with very real unpleasant confrontations.

As in this case, large corporations with certain customer difficulties cannot afford the negative publicity of unwise contact with local law enforcement. As many of our members are aware, law enforcement agencies can be helpful and supportive or they can be a decided hindrance and part of the problem.

It is always wiser to keep liaison active and cooperation keen in advance of an anticipated need of law enforcement interaction. Unfortunately, this can be difficult with larger departments or conflicts in scheduling. Back to Rule 1- Maintain friends of influence within law enforcement circles and keep them.

CASE HISTORY: At a large corporation a certain supervisor developed a relationship with a female coworker. The woman decided to end the relationship. Complications arose when the male supervisor did not wish to end the relationship, complete with paranoia. As a 15-year career-track employee, he was first counseled by management and then given a 30-day suspension. Failing to learn from these experiences, he was finally given notice and terminated for on-the-job harassment of the female employee. After termination, he threatened the female employee. More specifically,

he threatened the Assistant Plant Manager and his family with death threats. He also made the same threats to the plant union president and his family. For two weeks, assisted by a retired FBI agent, my firm provided executive protection for these employees in rural Alabama. Finally rumors reached the terminated employee that Sheriff's deputies were watching him and the plant employees during working hours; while former Federal agents were protecting the families and employees at their homes at night. (Note: Since this was December, hunting season was in full swing, with camouflaged deer hunters within 200 yards, were walking in the vicinity of the concerned employee's house. One residence was in the "outback".)

Around-the-clock protection was provided, the situation resolved itself and for once the local plant employees really wanted us to stay, regardless of the cost to the company. A happy ending resulted and good will affirmed within the community. It was very rewarding with a sense of real achievement. Another added benefit is that the successful resolution of a difficult case/detail in executive protection gets around in corporate circles as well as among our own professional organization.

The Business of Bodyguarding

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Much has been written about the art of bodyguarding. For certain, it is an ancient craft – probably nearly as old as civilization itself. Most know that the roots of personal protection can be traced back to 9th Century Japan and the Samurai Warriors who followed a rigid code of ethics known as Bushido (Code of the Warrior). The record of their training and philosophies was recorded over a period of seven hundred years in the "Code of the Samurai". Western civilization only came to know about the Code based on the English translation by Professor A. L. Sadler in 1941. The author Don Schmincke has taken the ancient code a step further and based his work, "The Code of the Executive", on the forty-seven ancient Samurai principles as they can/should relate to modern day executives. While the art of personal protection is

still a most noble and honorable profession, it is unfortunately difficult to imagine modern principles being as highly disciplined and ethical as in the day of the Samurai.

Profession or Business?

When one looks back today at the Bodyguards of ancient times, it nearly appears as if it were more of a vocation or "life-calling" rather than just a job. It is difficult to say what their pay scale may have been from a purely financial aspect but one gets the sense that they commanded great respect and were held in very high esteem within the community. Now if we were to leap forward several hundred centuries to the modern day protectors, what would we find? There is really no clear-cut answer as there are many facets to being a modern day Bodyguard. Actually, the terminology in itself says a lot about where the profession is headed as a whole. Those of us who view it as a legitimate profession refer to it as "Executive Protection" or "Personal Protection" and refer to ourselves and others as Personal Protection Specialists and not just "bodyguards". The more highly regulated States such as Virginia are actually helping the profession to command greater respect by mandating a required training syllabus and duration (sixty hours) and establishing an official title of; "Personal Protection Specialist" (PPS).

Unfortunately, this is not to say that everyone in the field abides by the same moral principles or believes in the importance of ethics as hopefully does the majority. There are those who appear to be in it as a way to make some "fast money". Unscrupulous business owners are just as much to blame for the falling standards if not more so than the individual protection specialists. Some of these owners are so greedy and afraid to turn down a job that they assign inexperienced E.P. agents for an assignment but charge the client as if they are using their best agents. Another group who are to blame for some of the problems that plague the profession is uneducated clients. When these clients fail to conduct the proper due diligence, they wind up hiring untrained, unlicensed personnel who may or may not have some prior Police or Military experience. If they can convince or impress the client with a couple of well chosen war stories, they might get the job without having

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their credentials properly verified. There are plenty of "cowboys" out there who have little more to show by way of training than an in-house generated certificate from a "training school" whose idea of training the student for the demanding world of executive protection involved little more than showing a few videos and telling a handful of war stories.

Despite these problems and hurdles, this is most definitely a business and a Big Business at that. Since 9-11 there have been hundreds of millions of dollars spent in the protection of personnel in dangerous hotspots such as Afghanistan and Iraq. However, since the purpose of this article is to discuss how fellow security company owners and consultants can profit from referring the services of reputable and professional executive protection firms, we will base recommendations closer to home and focus on the domestic corporate level and the potential they provide.

Executive Protection (E.P.) assignments

When the average, non-security minded person thinks of executive protection, and especially the old-fashioned "bodyguard" term, they most often think of movie stars and recording artists as being the only people who need these services. This may hold true for places like Hollywood and events like the Oscars and the Grammy Awards, however just about every corporation in the United States has had to utilize the services of an executive protection firm at some point or other. One of the most common reasons is in the area of work place violence. A Pinkerton report showed that workplace violence has consistently appeared at the top of the list of problems facing corporate America for the past decade. While the phrase, "going postal" may have originally been coined for U.S. Postal employees, it is no longer confined solely to that group of individuals.

Mergers and acquisitions as well as promotions/demotions and evaluations are all times and events where a company is especially susceptible to a disgruntled employee acting in a violent manner. Many times when one company takes over another, employees have to be laid off. Some will accept it as a cost-cutting matter of fact while others simply will not go "gently into the night". Astute employers have even begun to

recognize the risk when certain employees who have been under-performing come up for their evaluation review.

These days, employers realize the dangers that other employees may face whenever an employee is suddenly terminated. Apart from the threat of physical injury (or death), the negative publicity could cause all kinds of untold damage to the company's reputation. Then there are the inevitable law suits. The first area where a savvy litigation attorney will look at will be to examine to see what steps the employer took to safeguard the rest of the staff and managers. If an employer does not take the appropriate steps to ensure that the terminated individual was properly monitored during that "cooling-off" period and the aggravated ex-employee returns to seek revenge, then that employer may very well be held liable if any employee is injured as a result. On the other hand, if they can demonstrate that they were sufficiently concerned that the terminated individual might retaliate in a physical manner and therefore took appropriate precautions by hiring a professional protection firm with agents experienced in work place violence situations and placing them covertly in advantageous areas, the employer would be less likely to face costly sanctions.

This is a way in which a business owner or security consultant can not only steer the client out of danger but at the same time can benefit financially from the advice. A security consultant who has been providing a valuable service to a client on a continuous basis will have built a trusting relationship with that client. This role has been referred to as "**The Trusted Advisor**" by the authors, Maister, Green and Galford in their book of the same name. It is not necessary for the consultant to be an expert in every single aspect of security but he/she would be well served to be aware of the various experts/highly respected firms in the different disciplines such as executive protection, electronic device monitoring, confidential investigations, computer forensics, etc. In this way, the consultant would be prepared when called upon by the client to recommend such a provider who could be relied upon to provide a first rate service and thereby ensuring that the client's needs were always met.

Although it is very prevalent, Personal Protection Specialists are not just called upon to provide protection in work place violence situations. Shareholder's meetings and Annual General Meetings are events where corporations need to be absolutely sure that the meeting will be conducted without any surprises or disruptions. There will always be shareholders who disagree with a certain takeover or with the way in which money was spent during the year or with anything else that does not meet with their approval. Many disgruntled shareholders or even one highly volatile shareholder could disrupt an important meeting and make the corporation look bad as a whole. It is not only the shareholders themselves who could cause a problem. There are many activists who do not agree with the way in which the pharmaceutical industry tests new drugs for instance. Often times these activists will gather outside of a meeting or try to overrun the event to cause disruption and perhaps seek some sensational media coverage.

Choosing the right E.P. Company

If the consultant, who we now know to be a trusted advisor, is going to shine in the client's eyes and actually grow in stature, then they had better make sure that the company they refer will go "above and beyond the call of duty" time and time again. If one were to pick a service out of the Yellow Pages (why do this in the first place when a referral is so much more powerful and personal?) they might have no option but to "hope for the best". However, when a personal referral is given to anyone - let alone a client - there should exist no doubt that the referred company will an absolutely outstanding job. The next question is, how does one find such a company? There are many ways actually. Going back to the principle of referrals, trusted colleagues operating in that field should be asked. Always conduct your own due diligence. As the old Arabic saying goes; "trust in Allah but still tie up your Camel". Even with a referral, still ask for references, copies of insurance/workman's comp., associations to which they belong or anything else that will make you feel more secure passing them along to your valued client. Remember, you can never be too careful when your own personal reputation is on the line.

Do not be afraid to request copies of the resumes of the agents who will be assigned to the detail. Unfortunately there are companies out there that will use inexperienced personnel who can be paid less and maybe not even be paid at all just to get the opportunity to "cut their teeth" on an E.P. detail. Agents who are assigned to corporate protective details should be comfortable in that environment and should engage in these types of assignments on a regular basis. There are plenty of "temporary bodyguards" out there who will moonlight whenever the opportunity arises but who spend the other five or six days a week driving a truck or working on a construction site. A professional personal protection specialist working at the corporate level will know how to dress appropriately, either business or business casual, will be able to discreetly carry a concealed weapon without the office staff knowing they are armed and will know when to speak and the correct manner of speech. Clients always know when an agent is experienced working in the corporate environment and will most likely compliment the consultant on a wise choice. On the other hand, I have heard of E.P. agents who arrive at a corporate assignment without a decent suit or wearing one that might have fit properly 30lbs ago and they stand around all day "dipping" tobacco and spitting in a bottle that they carried for that purpose. It makes one shudder to think what a valued client would think of a "chancer" like that and how badly that might reflect on the person who referred that company in the first place.

Why you should not "do-it-yourself"

The disadvantages of trying to provide your own E.P. team far outweigh the advantages. Firstly, in just about every assignment there is some perceived threat - or else the client would not be spending money on the protection in the first place. If the consultant does not have the experience and training - not to mention the liability insurance to cover the work to be done - the results could be disastrous. If you cast your mind back to why the client sought your advice in the first place you will realize that they did so because they respected you and believed that you could help them with their problem. They did not necessarily expect you to personally perform the protection yourself. By taking on an assignment that is beyond your capabilities, you run the risk of

getting involved with something that could ruin your reputation. Worse still, if it later transpired that your insurance policy did not cover you to perform those duties, your insurance company would most likely refuse to pay out anything and the legal costs and damages of such a case could run into the hundreds of thousands, possibly millions of dollars.

Another reason to refer out E.P. assignments is due to the costs involved. Many inexperienced company owners and those just starting out in the field think they can make a "killing" by billing out agents on a 24 hour a day basis. Whilst it is true that many E.P. details are performed on a 24 hour - 2 X 12 hour shift basis, it is equally true that the agents themselves will have to be paid for all of those hours. Most often they will have to be paid long before the client pays their own portion of the bill. To give an example; if an assignment requires three agents to work the day shift, relieved by three agents working the night shift - those agents will have to be paid for working 72 hours per day. Since most details are non-stop in nature, the typical assignment would require working seven days a week. If you pay your employees every two weeks, you would be looking at paying out 1008 hours for the very first pay period just on that assignment alone. Keep in mind that this figure is based on a small detail of only three persons. When those hours are multiplied by the hourly amount that the agent is to be paid, many small businesses realize that the burdensome pay roll costs would be too cost prohibitive. The last thing you should ever do would be to go to your client and look for money because you can not meet your obligations. It is very common for clients to wait 60, 90 or even 120 days or more before paying what they owe. If you go looking to the client for money after only two weeks, this could very well damage the relationship you took so long to build. The best solution therefore is to find a very professional firm with highly experienced agents and a strong reputation that will make you look good in the eyes of your client.

What's in it for me?

There are many advantages and rewards for procuring qualified E.P. agents for your client(s). Firstly, as earlier mentioned, you will be enhancing your own personal reputation with that client. This

in itself may bring related rewards; promotion, bonus, etc. Then there are the direct financial rewards (why not mention this at the beginning I hear you ask) involved. One way is to request a finder's fee. Typically, this is 10% of the net profit. As a rule I do this even when not asked. While some companies may agree to this, others might want to work a "part-exchange", whereby the company being referred to do the work will repay the favor by referring that person a job when something comes up in their geographical area or field of expertise. Keep in mind, that referring work to a company without requesting something in exchange is a great way to build good will and ensure that the recipient remembers you when the appropriate occasion arises.

Another way in which you can financially benefit is by managing the contract through your own company. For example, if the E.P. agents are going to cost the client \$90.00 per hour, you could still charge that amount but pay the company who actually conducts the work \$70/\$75 per hour, thereby giving you a \$15 - \$20 per hour override. Once again, keep in mind that it will be your responsibility to pay the company who provides those agents on a regular basis and those costs will quickly add up. Also you will be directly involved in all matters pertaining to the assignment, no matter what time of the day or night. Whatever else you do, never drop or lower your standards where money is concerned. Charging the client \$90.00 per hour and then finding a hungry sub-standard company willing to do the work for \$45.00 an hour may seem like a great way to make easy money but it could just as easily backfire when their lack of experience leads to a noticeably shoddy performance and possibly avoidable mistakes.

Demand and expect only the best and your reputation will grow and you could find your client passing your name along to his/her associates in different cities and States. What to do if this happens? Simply repeat the process. It is actually much easier than you would think. Many of us in the profession spend time cultivating relationships with this in mind and as a result have built a solid network of trusted alliances across the United States and even globally. Now when you team up with the right company, they can not only make you look good (great) locally but also at the National and even International level.