

# MICHIGAN TACTICAL OFFICERS ASSOCIATION

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## MTOA Status

Attention all members... First and foremost, we hope everything in your jurisdiction is going well. Unfortunately the summer is coming to an end. The Executive Board sends our apologies that the newsletters have been few and far between. No excuses, just an explanation. We've had so many members deployed to Iraq and/or Afghanistan, and the streets have been rockin' that not many articles have been rolling in for publication. However, here are the new articles with more on the way.

The annual conference was held in April at the Sumpter Twp PD range and it went well. We hosted Paul Castle, who hails from Great Britain. He trained members on a unique shooting stance called the C.A.R. System. We received positive reviews on the courses and we may be bringing him back for an explosive entry course. The attendance numbers were pretty small this year and we've discovered a lot of members did not know about the conference. That will not be the case in 2007 as we will be doing a huge advertising push to get our members the training they request. Plans are already in the works for that conference, and you can feel free to volunteer to lend a hand as we always need the help organizing the event and running it smoothly. More to follow as it comes in.

## BIO TERRORISM

Carl Hospedales

The Anthrax attack in the United States illustrated the potential for public panic and disruption to the public health care system that can occur even with the absence of a real Biological attack, with the organizational paralysis, the economic cost and wide spread fear. In reality the most successful Bio-Terrorist to date is Mother Nature. Between 1347-50 the Bubonic Plague killed 30% of the European population in 3 years, between 1918-19 Influenza killed 20-40 million people world wide, 1980 HIV infected more than 30 million people in sub-Saharan Africa, 2002 West Nile Virus caused 2300 cases of Meningo-Encephalitis in the USA and in 2003 SARS infects 8400 in 7

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countries, killing more than 800. The use of biological weapons is not a new application, in fact, biological weapons have been used since the Romans and the Middle Ages in Europe. It was well documented that armies laying siege to a city or town, would hurl dead and sick animals into the water supply of besieged cities to induce fear and spread infection, causing an unacceptable and unattainable strain on morale and of medical resources. One example is from the 1760's in North America at Fort Pitt during the Pontiac uprising, where the British Military used contaminated blankets from a smallpox hospital.

However the major development of biological weapons has taken place since the end of the Second World War (WWII). In 1973 a convention was signed by 103 countries declaring these forms of weapons as immoral, including the former Soviet Union. The countries who signed promised not to develop, produce or deploy them, but it was not until 1975 that this convention was implemented. However research and development, including production of biological weapons continued under the guise of a civilian biotechnology organization called "Biopreparat" in the Soviet Union, and by the 1990's employed 60,000 personnel with the ability to produce tons of weaponized Anthrax spores, Smallpox virus and Plague Bacillus including hybrids such as Smallpox and the Venezuelan Equine Encephalitis (VEE) and antibiotic resistant strains, delivered by missile and other transportation systems. The Soviet research and development program did have some setbacks with an accidental release of anthrax which affected humans & animals in and around the Soviet city of Sverdlovsk, which was covered up by the KGB for 13 years and only admitted to by Boris Yeltsin in 1992. In this case 97 people became infected, 67 died, animals as far away as 50 km were also infected, the first signs and symptoms were not detected for 2-3 days, but cases continued for up to 6 weeks (The model incubation period is 10 days). How much anthrax caused this? It was estimated that between a few milligrams and 1 gram of spores were released. With the collapse of the former Soviet Union and the separation of former Soviet-bloc countries hungry and desperate for independence, yet lacking finance and control of these weapons, the intelligence services and medical organizations of the Western world noted that the important biological weapons that could fall into the wrong hands such as terrorists were Botulinum toxins, Anthrax, Smallpox and Sarin.

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For a biological weapon to be effective, a virus or bacterium must be stable, deliverable by inhalation or contact, have a high case of fatality rate and have no effective counter agent treatment and have a high transmission rate such as:

## Smallpox

Flu type symptoms, fever followed by rash; macular vesicular (Fluid filled bumps).

## Anthrax

Flu type symptoms, fever, mediastinal lymphadenopathy (by X-Ray), pleural effusions; Painless eschar (Dark raised Scars) with marks surrounding the edema.

## Plague

Flu type symptoms, fever, pneumonia

## Viral Hemorrhagic Fever (VHF)

Flu type symptoms, fever, sepsis syndrome (Blood infection), multiorgan failure (i.e. Ebola / Lassa fever)

## Botulinum toxin

Flu type symptoms, dysphagia (Difficulty in swallowing), weakness, respiratory paralysis.

## Nerve Gas: Sarin

Copious respiratory secretions, sweating, bronchospasm, pinpoint pupils, bradycardia/tachycardia (Slowing heart rate), cardio respiratory collapse.

For the sceptics who say it couldn't happen here in North America or Europe remember this, in late 2001 shortly after the 9-11 attack in Washington DC at the Brentwood mail processing facility, 11 employees (5 of whom died later) were contaminated with strain B of anthrax. This strain was identical to the same used in the US Military Bioweapons Defence program, which is different from the process used by the former Soviet and Iraqi programs. The Brentwood facility was closed from Oct 2001 to Dec 2003 decontaminated with Chlorine Dioxide, now the facility is equipped with an autonomous detection system that tests the environment and alarms if any contaminant is detected.

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How do you recognize Anthrax contamination? It manifests itself in 3 clinical forms; inhalational, cutaneous and gastrointestinal.

“Inhalational” is the most lethal because how it presents itself is non specific and it progresses rapidly if not treated. After inhalation approximately 1-60 days the anthrax spores germinate and the organism grows to produce toxins, as the symptoms are non specific they may include flu like illness, fever, cough, weakness and chest pain. Diagnosis is made through Cerebral Spinal Fluid (CSF) and is treated with Prophylaxis with doxycycline or ciprofloxacin for 60 days, with the option to extend it to 100 days.

“Cutaneous” occurs when the spores or bacteria enter the body through cuts and or small scratches through the skin. The cut or scratch starts as a pruritic papule approximately 3-5 days after exposure and is the easiest to recognize and treat with the lowest fatality rate. Diagnosis is made through lesion swab and or aspirate and blood and is treated with Prophylaxis with doxycycline or ciprofloxacin for 60 days, with the option to extend it to 100 days.

“Gastrointestinal” occurs through ingesting contaminated meat and Mucosal necrosis and ulceration occurs if not treated early or left untreated the subject dies of septicaemia, shock, and bowel perforation. Diagnosis is made through blood and stool testing and treated with Prophylaxis with doxycycline or ciprofloxacin for 60 days, with the option to extend it to 100 days.

Smallpox is a virus of the Orthopoxvirus family which includes Monkeypox and Cowpox, of which humans are the only known hosts for smallpox. This virus is highly infectious with an incubation period of 7-19 days. Even after the disease was declared eradicated in 1980 it is still around today. The signs and symptoms include acute malaise, fever, rigors, vomiting, headache, backache and prostration. After 2-3 days lesions appear that evolve to papules around day 4-5 and evolve to pustular vesicles (blisters) about day 7. Scarring from smallpox may be permanent due to infection of the hair follicles and sebaceous gland epithelium. Smallpox is transmitted to family members in the home and to colleagues in the work place especially to those who are unvaccinated. It should be imperative that first responders should be vaccinated to prevent any possibility of the virus spreading. Diagnosis is made through electron microscopy of material taken from

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the blisters and can be definitively identified by molecular diagnostic techniques available through major reference centres. Note: the only legitimate smallpox virus stocks are at the Center for Disease Control (CDC) and the former Soviet Union, (but it is possible that other strains of smallpox are being kept in Bio warfare programs in both the former Soviet Union and other countries for research & development.) Currently the most effective and therapeutic agent to treat the virus infection is Vaccinia Immune Globulin (VIG) which can be obtained from the CDC, the anti-viral agent against smallpox, which has yet to be established effective on humans is Cidofovir which may be nephrotoxic.

Botulinum toxin comes in 3 types common to humans they are A, B, and E and relatively easily prepared. They enter the body by inhalation or ingestion with food or drink absorbed across the mucus membranes, but not through intact skin. Symptoms include diplopia, dysphagia & aspiration (Dizziness, dry mouth & throat), blurred vision, dilated pupils that are fixed and muscular weakness resulting in unsteadiness, paralysis and respiratory arrest, along with dry mouth and constipation. Management of this toxin depends on diagnosis, administration of the specific anti-toxin and ventilatory support. Protection can be provided by vaccination with a series of 5 toxoid to develop protective anti-body levels. (Note; Iraqi produced 14,000 liters of crude toxin for missile delivery.)

Sarin Nerve Agent, the reason for mentioning Sarin in a Biological category rather than Chemical is that Sarin comes from Caster Beans and is 30x more effective than the military chemical VX Nerve agent. It is odorless; tasteless, comes in liquid form and can vaporize spreading through the environment, absorbed through direct contact with the skin, ingestion and inhalation. The effects are within 30 seconds, pin pointing of the pupils, running nose, watery eyes increased saliva, excessive sweating, respiratory secretions, and tightness of the chest, diarrhea and dizziness. Within 1 minute there is prostration, large amounts of secretion and loss of consciousness. Within 5 minutes, there is muscular spasms, convulsions and airway obstruction. Between 5-15 minutes, respiratory failure, circulatory collapse causing death. Management and treatment is decontamination of clothes and skin. Reactive Skin Decontamination Lotion (RSDL) actively neutralises nerve agent and vesicates and is safe for use on eyes, mucous membranes and wounds. It is available from the Canadian Department of National

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Defence. Immediate first aid is 2 mg of atropine, for the severely poisoned they may need up to 1 gram along with diazepam or lorazepam as an anticonvulsant. Praladoxime is an effective antidote if administered with minutes to hours to be effective and when possible a urine test should be carried out to estimate then level of nerve agent absorbed. (Note: Sarin was used during the Iran-Iraq war and to the Tokyo Subway attack of 1995.)

This is a brief summary of biological weapons that face the first responders, emergency and security services in the event of a Bio-Terrorist attack. The question you have to ask yourself is, how prepared are you and your department for a Bio-Terrorist Attack. Does your department have any type of basic rudimentary training for the employees or is it left for specialist teams who respond, vital minutes later once someone on scene realizes there's a problem? Like First Aid for medical situations, there should be rudimentary basic training for bio-chemical situations. As security professionals we should be prepared for the possibility of this bio-terrorist threat. In reality, are we...?

## Useful Websites

[www.ammi.ca](http://www.ammi.ca)

[www.bt.cdc.gov/](http://www.bt.cdc.gov/)

[www.asm.org/policy/index.asp](http://www.asm.org/policy/index.asp)

## Reference:

Toronto Medical Laboratories

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## LETTER FROM THE SANDBOX

Carl Hospedales

June 2006

Well I have now been in the Sandbox aka Southern Iraq at our FOB (Forward Operating Base) for a few months. I have been asked to provide a view of the situation here on the ground that you won't get from CNN, NBC, ABC News and the other ratings driven news media. I must state that the comments here are my own and do not reflect or represent any government or sub-contracted company's policies or views, these are my own experiences and thoughts on the subjects mentioned. Getting here in the first place was interesting; first flew down to El Paso and Fort Bliss, TX. Spent a week refresher training and equipment issued, then flew out to Kuwait. Spent 24 hours on the ground there and then flew up to Baghdad International Airport (BIAP) and the Green Zone. It happened so fast, and crossed so many time zones you forgot how many days it took to get there, so when you eventually get to Baghdad you are hot, tired and disorientated, and spend the next few days trying to get your bearings, collecting your final equipment issue such as weapons... M4 with Aim Point sight and Beretta 92F with the associated ammunition and start to acclimatize.

Our accommodation was tents, on the grounds of one of Saddam's former palaces. There I joined up with my team "Mobile Security Team". The mission is to provide armed protective security to US government personnel, as they travel the country disposing of UXO from both Gulf war conflicts and in doing so deny the insurgents the availability of these explosives.

### SITUATION

In a nut shell, Iraq splits into 3 main areas, Kurds in the North, Baathist Sunnis in the middle and Shiite in the South. The main action you see and hear about in the news is in the middle area of Iraq with the Sunnis and the AQ insurgency in and around the Baghdad area. In the North it's relatively quite by comparison. As for the South it was quiet and returning to some normality, but that has recently changed. In the past few weeks, Iran, with the assistance of Hezbollah, has been pumping trained men into Iraq (an estimated 100-500 operators) and weapons in very large quantities. They have already taken their toll in the shooting down of two military helicopters - one American and one British - and an estimated 19 deaths of US military personnel.

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Intelligence sources (I know "Intelligence" is a contradiction in terms...) estimate the delivery to Iraqi insurgents as consisting of around 1,000 SA-7 Strela (NATO Code Name Grail) ground-air missiles made in Iran, similar to US Army Red Eye, weighing less than 15Kg with a passive IR homing device with a High Explosive war head, effective range 500 meters to 5.5 Km (The same missile used in a terrorist attack at Mombassa in Kenya, 28 November 2002, that just missed an



El Al (Israeli National Airline) Boeing 767.) And a very large quantity of a newly-developed roadside bomb, known as EFP (Explosive Formed Projectile). What is an EFP I hear some of you ask, well let me tell you...? It's an IED (Improvised Explosive Device) with attitude; this device is designed to defeat armored vehicles, pioneered in Lebanon by the Hezbollah. These devices are well manufactured by experienced bomb makers. This high tech device is being employed using Passive Infrared Radar (PIR), like the devices used on garage door openers, designed to defeat armored vehicles fitted with Electronic Counter Measures (ECM). The PIR can also be activated by remote control, with the remote control receiver connected to the PIR sensor through normal copper wire and located outside of the normal ECM protection bubble. Deployed in areas where normal vehicles slow down, choke points; intersections, curves, etc...

Theses new weapons have had three effects:

1. The terrorist groups which received the shoulder-carried, highly mobile Strela missiles have scored two hits in fourteen days. On May 6, they fired a missile from one of Basra's crowded alleys and downed a British military helicopter, killing all personnel aboard. Sunday, May 14, Iraqi insurgents shot down an American helicopter, killing its two crewmen over Yussifiya, inside the Triangle of Death, South of Baghdad.

2. The number of roadside IED attacks, their precision and lethality has gone up and I believe will continue at this current time until a way if found to effectively neutralize this IED. Sunday, May 14, four US soldiers died in these blasts in the Western Anbar province and Baghdad, while 2 British soldiers were killed and another injured at the same time near Basra. In seven days, the British Forces stationed in Southern Iraq lost seven men, a record for that space of time in the

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three-year war. In the first half of May, US troop losses spiralled to 19, most of them the victims of the new roadside bombs.

3. Together with the Iranian weapons, and trained operators a new array of Shiite terrorist groups has sprung up and are hitting American, British and Danish troops.

Until now, the insurgent forces fighting the Coalition consisted mostly of Baathists, Islamist and Al Qaeda. The only Shiite enemy was the radical Mogtada Sadr and his Mahdi Army. The appearance of the new Shiite insurgents with the aid of Shiite from Iran/Hezbollah is a serious turn of events in the Iraq war.

## LOCATION

Our current location is a former ammunition storage area, littered with UXO from Russia, China, France, Bulgaria etc... There is ammunition here that Saddam didn't have weapons for, some of it was so far out of date the weapon systems were no longer made let alone available, also lets not forget the US and British bombs from both wars. The strange thing here is... Saddam built a Sunni mosque slap bang in the middle of the bomb dump. The locals who are Shiite want us to blow it up because the area is predominately Shiite, who despise the Sunni's. But things being what they are here we can't touch it. There are munitions littered every where with some so badly eroded it makes it difficult to identify. There is a mixture of anti-tank, anti-personnel, surface to air missiles, white phosphorus and HE. How did this happen?? Well in a nut shell, the site was abandoned by the Iraqi military at the start of the war and the storage area was then looted and raped by the locals for anything useful, going so far as to scraping the copper from live shells and RPG rounds. So when we are out and about we have to be very careful where we walk and drive our vehicles. As if to remind us, there is an old 3 legged donkey that wanders the edge of the area.

## TRAVEL

We convoy every where we go, but we have to get the convoy approved, no approval no convoy. Our vehicles are manufactured armored vehicles or retro fitted vehicles by the manufacturer to withstand 7.62 AP (Armor Piercing) ammunition. The convoy road trip down from Baghdad was uneventful, but it gave me a look at the Iraqi country side. What a Mess! Garbage and human waste by the side of the roads, burnt out buildings and vehicles, the list goes on. When we arrived at our current location we had to set the FOB up from scratch, no toilet or shower facilities for 4-5 days. Thankfully that has now been rectified, but initially it was uncomfortable (and that's

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putting it mildly). At this point I would also like to say a BIG thank you to the inventor and manufacturer of baby wipes. Anyone reading this that is about to deploy to either the Iraq or Afghanistan area of operations remember them. As for military support, we rely on 2 local bases for any heavy fire power. We have 1 mail run a week and 1 MWR (Moral, Welfare & Recreation) run to a military base, for a few hours if we are lucky once every 2 weeks. We have internet access but that is not totally reliable, and no telephone. You can pick up a local Iraqi cell phone and purchase phone cards from the local Iraqi shops on the military bases. The cell phone costs around \$100-\$180 and the phone cards are \$10 or \$20 cards (pay as you go system). Failing that you can purchase a VOIP (Voice Over the Internet Program) which allows you to call anywhere in the world very cheaply from your computer laptop.

## WORKING ENVIRONMENT

The good thing at night is no hot temperatures, and it cools down to a tolerant tee shirt temperature. Also everything is quiet and you can see & hear things coming. Night is the time when most of the desert wild life comes out, especially if there is a full moon. At one of the OP's (Observation Post) we have a little companion of a desert rat. Odd little creature, it looks like a miniature kangaroo, and hops around very quietly. It chows down on the spiders, centipedes and scorpions. There are also desert fox, rabbits, spiders, snakes, scorpions and lizards, some of which are very dangerous. An example is the Recluse Spider... if you are bitten and don't seek medical aid, the venom has necrotic properties, that, if left untreated will eat away at the tissue surrounding the bite area within days. Just another one of the many hazards you face, along with the heat, unexploded ordinance and the insurgents. Through the night, military convoys go by with the APC escort... the sound reminds me of Bosnia, and are a comforting sound with the support helicopters flying back and forth providing an eye in the sky. The mosquitoes come out at dusk for a few hours then disappear, and reappear just before dawn for a few hours and the fly's drive you to Distraction! They are every where... The only thing that keeps them away is a moderate to strong breeze.

The local mosque starts it call to prayer at 0435 for 15-20 minutes from the speakers on the local mosque. Calling the faithful to prayer, some people have described it as "rolling out your prayer mat and then start banging your head on the floor, while sticking your ass in the air". Not politically correct, but visually true. There are occasional shots in the area but it's either local celebratory fire for weddings or sporting events, or the private Iraqi security known as Gondi (Iraqi for soldier as there is no name for security guard/officers) have an ND (Negligent Discharge). From our OP's we see flashes from explosions light up the distant night skyline and tracer fire arc into the sky but no sound. The flashes of light come from the direction of the major city near us,

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which give us an indication as to the proximity of the actual explosion. We do hear the occasional impact explosion from rockets and mortars coming from insurgent attacks on the local military bases. The other month someone took a couple of shots at my partner and I, but they hit the APC (Armored Personnel Carrier). I immediately starting looking for the video camera man. That may sound strange but one of the reasons the insurgents video their attacks is that the video is their evidence and proof of the attack so that they can get paid, yes, that's right, I said paid. It's not all about religion! Someone tried to pop off an RPG round at one of our convoys, and failed but since then it's been relatively quiet. On a few nights we have had big dust storms; they behave much like snow storm rolling in, you see it coming. You get complete white outs as the dust & sand are so fine like talcum powder and it gets every where. So you batten down the hatches and wait for it to pass. The days are hot, well into the 120°+ area of the temperature gauge. The only relief you get if you can call it that is a hot moderate dry breeze. The problem with that is it picks up the loose sand and you get covered. If you can escape from getting coated with sand, the other coating you get is from the salt in your sweat, as the heat instantly dries the moisture from your sweat and leaves the salt behind on the skin surface. If you feel that you want to experience a little of what I am talking about, try this... Heat your oven at home to say... 125° turn the oven fan on and then open the oven door and feel the heat on you face and that will give you some kind of idea. For those of you that are reading this who live in desert areas you already understand, but for those who have no idea, this will give them some idea of the day time temperatures. An important aspect to working in these conditions is, you have to stay hydrated, a popular advertisement catch phrase by a manufacturer of tactical equipment is "Hydrate or Die". Well it's true; drinking 6 liters of water is the normal, and any type of physical work you do, you have to take on board more of that magical H2O.

And just when you think life here was getting routine, with 12 hours on and 12 hours off, looking out at the desert sand and the same food menu choice of beef or chicken for dinner, this place comes out with surprises. In a 48 hour period we have had huge thunderstorms and sandstorms. The storms uncovered more UXO's (real nasty cluster bomb sub-munitions) some right outside the compound at the entrance. The other surprise was the kids from the local village brought in live 105mm and 155mm artillery shells some with anti-personnel sub-munitions and other UXO's, in exchange for MRE's (Meals Ready to Eat). These kids had them as play things! As a father, I look at these kids and see how young they are and can relate to my own kids. I wish I could show my kids and their friends the difference of life style, just to make them THINK and realize how lucky their lives really are, especially when they complain about their lot in life, such as going to the mall or the movies or playing on the computer or Playstation. If they could only see & experience what I have seen, and not what is put out by the popular news media for ratings.

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As I look out over the desert I see a land in chaos, with the average Iraqi Joe and their families just trying to get by, no religion or politics, just people trying to make a better life for themselves, living with the current unrest and constraints such as a curfew 2300-0500. We have established a good relationship with the people of the nearby Iraqi village. I was talking with a local about the Basrah airport the nearest operational International airport and he claimed it was the best airport in the world. When I asked him what other airports he had been through to make any comparison to, he replied none, but this is what he had been brought up with. These people have been subjugated and kept ignorant to the rest of the world and fed political and religious rhetoric of the Saddam regime and radical religious politics and know nothing else. One of the already noticeable changes from the Saddam regime is the appearance of satellite dishes on people's houses, where there were none before. Now they are all over, and this information we come by from just talking to the locals as human beings. The local village even has a football (Soccer) team and they practice on regular basis. From the relationship we have built up with the locals, they gave us a heads up on the influx of Iranian insurgence crossing the border which has been causing trouble during the past few weeks, with the aim of destabilizing the area. Hearts and minds approach works and as we are not a military/police uniformed agency the locals seem to trust us more than the regular military. In fact it may have been the other reason we have not been directly attacked as the word on the Iraqi insurgent grape vine has them thinking we are a Special Forces unit, and that they don't want to directly tangle with us, but personally that honeymoon wont last long.

The term Global Community has become one of the catch phrases for this decade, and if you look around you'll see it's true with global communication on the internet just as one of the many examples. I have been fortunate enough to have traveled around the world and one thing I have found is, the more I travel around, the more I find that we as human beings are the same, with similar wants and desires, regardless of our color, nationality, and religion. But you always have that 3-7% of any society who cause trouble for the rest. In the case of Iraq these Ali Babars (The Thief) seem to be around every corner waiting to take advantage at any sign of opportunity that they get and come in many forms and all shapes & sizes.

## LIFE

A sad thing happened and is unfortunately an all too common fact of life for here. As part of a convoy, one or more vehicles is a Ford F350 with factory armor. In the flat-bed there is a cage for a gunner with a SAW (M249 Squad Automatic Weapon) to protect the convoy, fondly known as

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the "Trunk Monkey" or "Tail-end Charlie". As the convoy precedes en-route the local kids run and gather by the side of the road shouting for water, and normally it's the Trunk Monkey who throws out the bottles of water (A position I have done myself on more than a few occasions.) One of our convoys was returning to the FOB when it was passed by a military convoy going in the opposite direction, and the military convoy Trunk Monkey was throwing out bottles of water for the kids. Unfortunately one of the kids ran out in front of one of the convoy F350's and was struck and killed. Fortunately I was not in that particular convoy, but never the less, it struck a cord with me as a father, being away from my own children. It brought into focus my own fear of losing a child. I can only imagine as to how the child's father and remaining family must feel. I'd rather be facing insurgents and terrorists, running the risks of being shot or blown up, than face the loss of one of my children. After being debriefed on this incident all I wanted to do is hold my kids... But I couldn't, which made it difficult to manage the news at the loss of yet another innocent child even though it was an accident. I miss my family; it takes me being in a war zone to fully appreciate them. For warriors like myself once we lay down our arms for the last time and the rest of the team goes on without you, who is there at the end... Your family! So ladies & gentlemen remember that... I write this in honor of mine, my wife and life partner, my daughter, and my sons. If I never write another word again I want them to know how much they mean to me, even though they are thousands of miles away, they are my anchor in life's ocean.

## THE FUTURE

In the short term this insurgency will continue for years to come, even with the recent death of Al Zarqawi, on June 8<sup>th</sup>, 2006 (Hoo-Yah!). Iraq, along with Afghanistan, are the only places radical Islamic terrorist groups can really strike out at the West... and people are making a lot of money from it, (True for any armed conflict!), but once the Western military forces move out from here, there will be an ethnic conflict between the Sunni and Shiite. Please note as the popular media likes to promote that the US number of casualties seems high, remember this, its all about perception... more people have died on US roads during the same time period than on Operation Iraqi Freedom. Think about that! Who will win this ethnic conflict is anybody's guess, but once Iraq has settled down and law and order has been some what restored, I can see an opportunity in Iraq for tourism. You may laugh now, but it could become a holiday vacation spot for historians. The country is littered with little known ancient history sites some older than 3000 BC predating the pyramids in Egypt.

Well that's my view of things here. I hope it has given you an alternative point of view to the Iraqi conflict and given you some useful information.

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## TARGET FOLDERS – A KEY ELEMENT IN TACTICAL OPERATIONS PLANNING

By Duke Speed, Recon Training Concepts

Tactical team commanders and administrators typically devote a significant amount of time to training, including the development of firearm and tactical skills, legal procedures, physical conditioning, and additional like activities. Significant time is devoted to training for events that the tactical team operator will face when responding to a call-out. Topics such as barricade breaching, combat marksmanship, command and control, close quarter battle, creating diversions, hostage rescue procedures, and other tactical topics are typically well-versed and thoroughly rehearsed. Intelligence development, although critical to operational success, has a tendency to oftentimes take a back seat to the sexier, glamorous topics in training. This article will focus on intelligence development, specifically how the creation, development, and utilization of target folders can significantly improve the chances of operational success.

### **What is a Target Folder?**

A target folder is a file of information that details a potential high-value building / facility within a government / law enforcement department's jurisdiction. Target folders detail key tactical information that can be utilized by units when responding to a crisis. The main focus of effort is placed on gathering all of the tactical / intelligence data *before* responding to a call-out so that responding units will have the data pre-prepared and ready to utilize when a crisis occurs at the facility and the data then becomes critical.

### **What Information Does a Target Folder Contain?**

Target folders can be very sophisticated or quite simple in their make-up. Regardless of how elaborate or simple, they should answer the majority of the priority intelligence requirements (PIRs) / essential elements of information (EEIs) that commanders will want to address during a call-out at the crisis site. Items that are typically found in a target folder are:

- Blueprints
- Photos from all cardinal directions (North, South, East, West)
- Photos from the ground up and photos from the roof top looking down
- Sketches to provide more detail to photographs (distance reference, etc.)
- Video of key tactical areas

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- Avenues of approach
- Avenues of egress
- Potential breaching points (doors, windows, etc.)
- Potential last covered and concealed positions (LCC) / attack points (AP)
- Utilities shut-offs (electricity, gas, water, etc.)
- Structures type, walls, doors, windows (wood, masonry, steel, etc.)
- Types of window glass
- Choke points
- Potential ambush sites
- Potential “hardened” area / safe house (to protect hostages, wounded teammates)
- Names and contact information of owner, property manager, leasing agent, etc.
- Information regarding daily operations, number of occupants, type of occupants, etc.
- Information regarding key personnel (politicians, dignitaries, executives, etc.)
  - Medical considerations, issues
  - Contact information
- Location of fire extinguishers, safety equipment, etc.
- Any other information of tactical value

## **What Types of Facilities Should a Target Folder Address?**

Target folders should be developed for all potential high-value or sensitive facilities within a respective jurisdiction. Simply, tactical administrators and leadership should look at their region from the eyes of a potential terrorist / criminal, and decide what are the most likely targets. The types of facilities that are typically addressed will include the following:

- Government buildings (i.e. city/town hall, federal building, police, sheriff, etc.)
- Courts
- Prisons / jails
- Schools
- Colleges / universities
- Banks and financial institutions
- Public utilities (gas, electric, water companies)
- Nuclear facilities
- Public transportation facilities (airports, rail, bus stations, etc.)
- Medical facilities
- Key infrastructure (bridges, tunnels, etc.)

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- Maritime facilities (ports, harbors, marinas, etc.)
- Anything else of high value

## **Where Do We Start?**

When developing a target folder system, a template of the target folder must be designed and developed. A target folder system should be consistent and organized with the format utilized from one target folder to the next. This keeps things simple and consistent while leaving little room for confusion and error.

There are many forms of computer software on the market that are designed to assist in the development of target folders. Many school resource officers are now utilizing commercial video and software programs that are designed to video-document their respective schools from a tactical perspective. Identify a system and be proactive. Now is the time to develop target folders. It is far better to think a step ahead of the bad guys now than to be reactive and provide them with the tactical advantage.

## **Rehearse and Train With the Target Folders**

Once the target folders are developed, tactical administrators and leadership should coordinate training at the respective facilities in order to practice under real-world, mission profile conditions. All elements of a tactical operation can come together in training in order to validate command and control, tactics, and SOPs under real world, real time conditions. This will also serve to validate the target folders and the information they contain.

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## The Shadow Men

We are but a silent thought, an unspoken word.

We are the Shadow men.

We exist in the shadows, in neither the light nor the dark, of  
our former brothers in arms; Honorable men, Warriors.

We are the few who respect all and fear none, who continue  
to protect the lives of those who will never know we exist or  
even care...



Carl R. Hospedales

Iraq 2006