SNAP

Safe Neighborhood Awareness Program:

A Neighborhood Watch Program

233rd Base Support Battalion

20 September 2003

INTRODUCTION

Commanders at all levels have a responsibility to protect his or her forces and many have included force protection as a mission essential task - something for which training is conducted. Equally as important as protecting the force, specifically soldiers and their equipment, is personal and physical security. Security of this type is especially challenging in our outlying residential communities where commanders have little or no jurisdiction or control in matters of physical protection. All of us have a right to feel secure in our homes, our cars, and on the streets. Fear of crime and terrorism causes concern and worry about personal and family safety. More often than not, this fear - a perceived risk of crime or terrorism - is greater than the actual risk of crime or terrorism. Studies have shown that this perceived risk does not seem to be correlated with the actual crime rate at all. Unless the public in general *feels* safer in proportion to its increased actual safety, the full potential of public safety will have yet to be reached.

Knowledge is the key to success in any endeavor and it is certainly a mitigator when dealing with complex issues. By increasing our knowledge of security and neighborhood protection we will become more aware of our surroundings, and therefore our potential as citizens, and be better able to evaluate the true dangers of life tasks. Minimizing fear while at the same time minimizing the potential for crime and terrorism which directly and indirectly causes such fear will go a long way in community force protection.

The goal of this handbook is to (1) improve public safety through deterrence, (2) improve safety effectiveness by helping authorities with enforcing laws (providing vital information that can lead to the arrest or apprehension of suspects), and (3) reduce crime and terrorism by a reduction in the calculated seriousness of crimes in our respective neighborhoods. The intent of the information herein, more accurately, is to improve public perceptions about their own safety. The benefits of a community that *feels* safe, without a false sense of security, will be reaped as a function of all members of the community.

This handbook will provide information valuable to anybody wishing to take an active role in crime prevention and/or antiterrorism. The knowledge of potential threats can help one think methodically, plan meticulously and take active measures to increase security rather than remaining passive and waiting for somebody else to do something. This is not a handbook for would be vigilantes and does not require access to classified systems, enhanced physical stamina or endurance, nor does it require a 24-hour observation post. It is, however, written for the community member, and is oriented to provide information to guide you in helping protect the neighborhood.

REFERENCES

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Chapter 1
SNAP - An Overview

Why have a Safe Neighborhood Awareness Program?

There is a growing terrorist threat to the interests of the United States, as evidenced by terrorist activities, both planned and executed, at home and abroad. We do not want to wait for an incident to improve our readiness. We want to improve our readiness now to decrease the chances of an incident.

Increasing a posture of readiness and improving force protection is a primary mission for the commander and a mission that tasks the limited resource of military manpower. To be successful, one must use creativity and utilize all assets and resources available. One such resource can be found in our military housing communities.

In practice, criminals will go for the weak, unprotected, soft target. The old adage of "why hunt for tigers when there are plenty of sheep around" is a guiding principle of criminal and terrorist target assessment and selection. Hardening our communities by enlisting the support of residents and by providing direction and assistance has the effect of adding scores of eyes and ears to our force protection efforts. While SNAP is not a guarantee of thwarting terrorist and criminal actions, it does provide a method of risk mitigation with little or no impact on the military mission.

SNAP is a security program involving the interaction between neighbors in projects directed toward community good will and to provide growth and benefits in other areas as well. To limit the neighborhood watch program to security only is to neglect the greater potential of the program.

Objectives of SNAP:

Self-protection. SNAP provides a community the ability to take positive steps in protecting their environment. The neighborhood watch program is intended to act as the commander's eyes and ears in the community. The greatest benefit of the program is community involvement and that involvement will lead to greater security for the community.

Increased Awareness. SNAP has the effect of making and keeping residents aware of events that make living in Germany a special security challenge. Neighborhood watch provides an ideal way of educating members of the command in the areas of force protection, terrorism, individual protective measures and the Force Protection Condition (FPCON) system. Moreover, the constant reinforcement of quarterly neighborhood watch meetings or crime prevention council meetings makes these lessons sustainable through continual reinforcement.

Unity of Effort. Establishing a coherent neighborhood watch program has the effect of bringing force protection home by incorporating the full resources of the community in the effort. This inclusive approach builds community support and understanding for the mission. Furthermore, the soldier is better able to continue the training mission knowing that a program in place that will provide support to his or her family.

Reporting and Information Flow. SNAP is designed with the intent of increasing the quantity and quality of information coming from the community to security and law enforcement agencies. For SNAP to be effective residents have to know and understand the threat and know what to report and how to report it. To be successful, this requires an education effort coordinated by lead staffs (such as the 417th BSB Provost Marshal and Security offices) followed by reinforcement and the full and unequivocal support of the command at the BSB and AST levels.

SNAP Design Characteristics

Build community threat awareness. The motivation to implement SNAP is the threat and the fear that arises in the face of that threat. Historically in the United States the threat has been predominately a criminal one. Now, and even more so in Germany, the need is not completely linked to crime prevention but includes the threat of international terrorism as well. The challenge for the neighborhood and the command is to make family members aware of the threat. Soldiers should have received that information as part of military training but family members are often neglected.

The community can normally trace a lack of security awareness in the community to a lack of knowledge and understanding of the threat. Sometimes it is hard to see how international events can impact on the "average" community. Our families need to understand that there is a potential impact and SNAP will help get that message across. We do not expect soldiers to succeed without training and therefore should not expect more for our families? Increasing community awareness of the threat is a necessity in building a successful neighborhood watch program.

Increase existing community physical security awareness. Simple crime prevention measures form key individual protective measures against terrorism. The link between physical security and antiterrorism provides much of the justification for SNAP. Being aware of the threat and knowing how to counteract the threat (physical security & protective measures) will better insulate our community from the potential of terrorism and other crime. Readiness in itself acts as a deterrent.

Building a community cooperative surveillance program. The whole point behind SNAP is surveillance. One normally associates surveillance with a neighborhood watch program. By gaining community support we increase the surveillance assets deployed in the community. Suddenly we go from a single roving

patrol to several coordinated "Block Clubs" in the community. This increased capability allows for better use of limited military resources and increases overall reporting and intelligence collection.

The spot report originating from a Block Club, a coined term for a neighborhood watch network has a higher credibility because it comes from a source with a firm frame of reference. Our roving patrols do a great job but in most cases they do not live in the community they are observing. The ability to define what is “normal” for a community lies with the residents of that community, therefore the ability to define what is “abnormal” lies best with the members of the community as well. This is one of the primary benefits of SNAP.

SNAP establishes internal and external links with the community. Making SNAP effective requires living beyond one's apartment or house. One has to meet and get to know the neighbors and jointly assume some of the responsibility for what happens in the community. SNAP goes beyond bonding within the community. Community support agencies, both military and civilian, make the program work. When the Block Club leader calls the military police with a report, the report sets in motion a team directed at responding to the report with appropriate assets. Deficiencies, questions, or information from the watch will be acted upon and answers will be provided. SNAP is an active, results-oriented program that established links with the community and supporting agencies.

Ownership of the program…

SNAP belongs to the community. The basis for SNAP is neighbors looking after each other and their community. SNAP encourages residents on how to get involved and act as the eyes and ears of the commander in their housing areas.

SNAP is a joint effort by many elements of the Kitzingen, Wuerzburg, and Giebelstadt communities. Responsibility is shared among the military chain of command, military police and the provost marshal, security office, civilians, and family members living in our communities. Very simply SNAP involves:

- Creating a link between the command and the community in planning and executing the crime prevention and force protection mission as well as funneling information up and down the network.

- Fostering the development of community by getting neighbors to know one another and working together to increase crime prevention and force protection awareness in the community.

- Using the strength and knowledge of community members to get first-hand reporting and observation in our communities.

The provost marshal and security offices of the base support battalion share some of the responsibility of SNAP. The two offices differ in function and focus. The provost marshal and the military police provide the community with crime prevention and physical security assistance, as well as responding to community reports. They also assist in providing education to community volunteers. The objective of the security office is to provide the community with terrorism awareness and individual protective training and assistance, particularly with this handbook. Both offices are involved in training, building, and sustaining SNAP. Central to the execution of SNAP is the Area Coordinator, or in our case, the BSC or Base Support Coordinator, who works in the Provost Marshal's Office.

Community Demographics. Soldiers, civilians and their families living and working in the 233rd BSB footprint are spread among a number of regional communities large and small. Unlike some communities is USAREUR, most do not have the benefit of full time security. Some exceptions, of course, are Aschaffenberg, Santa Barbara, Langen and Eberstadt. The dominance of off-post living and the distances traveled by members of our community provides unique challenges for members of the community.

Currently our families live in countless different housing areas and local towns and villages spread out over nearly 400 square kilometers. Some communities only have a few American families while others, such as the Lincoln Village area, are dominated by them. Our security resources come from a number of sources, but all have competing demands, responsibilities and tasks. Under normal circumstances the military police and the German Police do provide security, crime prevention and force protection services to our communities. As the force protection condition (see chapter 3) increases, soldiers provide additional support for force protection. As we look at the support provided by each element remember that all of the elements below have a myriad of other tasks to complete in addition to the missions focusing on serving our communities.

Military Police Support. Our MPs do a great job in protecting and serving our communities, but there are not enough to provide constant overwatch. In fact, MPs in this community are often borrowed by other communities for a period of time to perform their duties. The BSB footprint is a vast area and the MPs have a 24-hour responsibility. As a result, it is easy to consider the overwhelming responsibility these dedicated soldiers have.

German Police Support. The host nation has primary responsibility for force protection. The security environment in Germany is very strong and the support the Polizei provides is world class. The Polizei are highly trained, very professional, and often provide more patrols to our communities than they do to German communities in their patrol area. Just like police in the states, the Polizei are there to protect and serve the full community and that includes Americans residing in those communities as well. In addition, they provide a presence and conduct joint patrols with our MPs. This

linkage is a visible and very important sign of the coordination and joint work that characterizes German Police support to our communities.

Soldier Augmentation. The use of U.S. soldiers to augment MP and German Police efforts is not new. However, using soldiers does carry a great price. Obviously, it is not their primary mission and when soldiers are patrolling or conducting other force protection duties, they are taken away from their primary duties. When this happens, it strains each command in performing the missions each is here to execute.

Soldier augmentation will normally focus on adding security to installation access points and other key and vulnerable areas on the installation. In addition, soldier patrols will, from time to time, be used to provide assistance and show a presence in our off-post communities. We will continue to use soldiers to support our efforts, but we cannot afford to think that the soldier will always be there in support.

Implementing SNAP. We want to take advantage of the strengths and talents of our residents to help augment our soldier, MP, and Polizei patrols in our off-post communities. Short of moving and staying at a high force protection condition we simply cannot place full time security personnel in each of our off-post communities.

SNAP gives us the ability to increase surveillance, gain expertise in the community and not use military manpower. SNAP provides us the opportunity to place a command representative in the community who lives there. It facilitates someone who knows from experience what "normal" looks like for the neighborhood and someone who can pick up the subtle clues that something should be reported.

The current plan for the 233rd BSB footprint is to implement SNAP in our communities in groups called Block Clubs. Each Block Club is led by a volunteer known as the Area Coordinator (AC), who will represent the community in meetings and be responsible for disseminating information and passing information up and down the network. The AC is a liaison between the BSB SNAP Coordinators and the residents of the community. BSB SNAP Coordinator, a dual function of the Base Support Battalion Commander in your community, oversees and manages SNAP functions in his or her area of responsibility. The BSB Commander and tenant unit commanders remain informed through coordination and feedback from the BSC. See Figure 1 on page 9.

Block Clubs. The Block Club is where the rubber meets the road in regard to SNAP. A Block Club may be comprised of a handful of homes in close proximity to each other, with a selected leader to represent them.

What sorts of activities should Block Club members look for? This will be expounded upon in later chapters but some ideas include checking the area for the presence of suspicious packages or materials, noting someone taking pictures of the housing area, or people sitting for long periods in parked cars. The presence of

unknown cars in the parking lot could also be one of those other than normal circumstances that could be important.

Block Club Leadership and Representation. Each Local Community Coordinator or Area Coordinator will represent his/ her community. Some of the responsibilities of a Local Community Coordinator should be, but not limited to, as follows:

- Security inspections of the housing area on a recurring basis.

- Report suspicious activity either to the Area Coordinator or directly to the Provost Marshal's office (Desk Sergeant on duty).

- Attend community town hall meetings.

- Disseminate information relating to security and antiterrorism to members of the Block Club.

The BSB Coordinator has a similar role. Generally he or she has the responsibility of representing the Block Clubs belonging to the community. Specifically, the Area Coordinator should:

- Receive information from the Local Community Coordinators, record the information and forward it to the appropriate staff agency for action.

- Transmit information from the command to the Local Community Coordinators for distribution or action by the communities.

- Coordinate requests for training, information and support from the communities.

- Track issues and resolution of issues with the community and the action agency.

- Attend community townhall meetings, Joint Antiterrorism Working Group (JAWG) sessions, and other meetings relevant to SNAP.

- Be prepared to brief/update the commander on issues and concerns of the community.

Training. SNAP will only be successful if the community leaders and the supporting staff work effectively to make the plan work. Level I Antiterrorism and Force Protection training for SNAP leaders is available from the Security Office and the Provost Marshal. Volunteer community patrol members require additional training before conducting patrol duties. This training can either be individual or be part of a community effort, and

can be coordinated to be provided to an entire Block Club at the discretion of the Area Coordinator.

As you read this handbook you will see chapters that cover security in the home and abroad, general awareness topics and terrorism. This information is not intended to make one an expert, but to provide some insight that can help implement SNAP in the community. Most of the information is either common sense or things we learned as children. Formal training takes approximately 40 minutes.

Questions, concerns and comments concerning this handbook or the SNAP program can be addressed to either the 233rd BSB SNAP Coordinator at 06151-69-7192 / 6100 or the Military Police desk at 06151-69-7777.

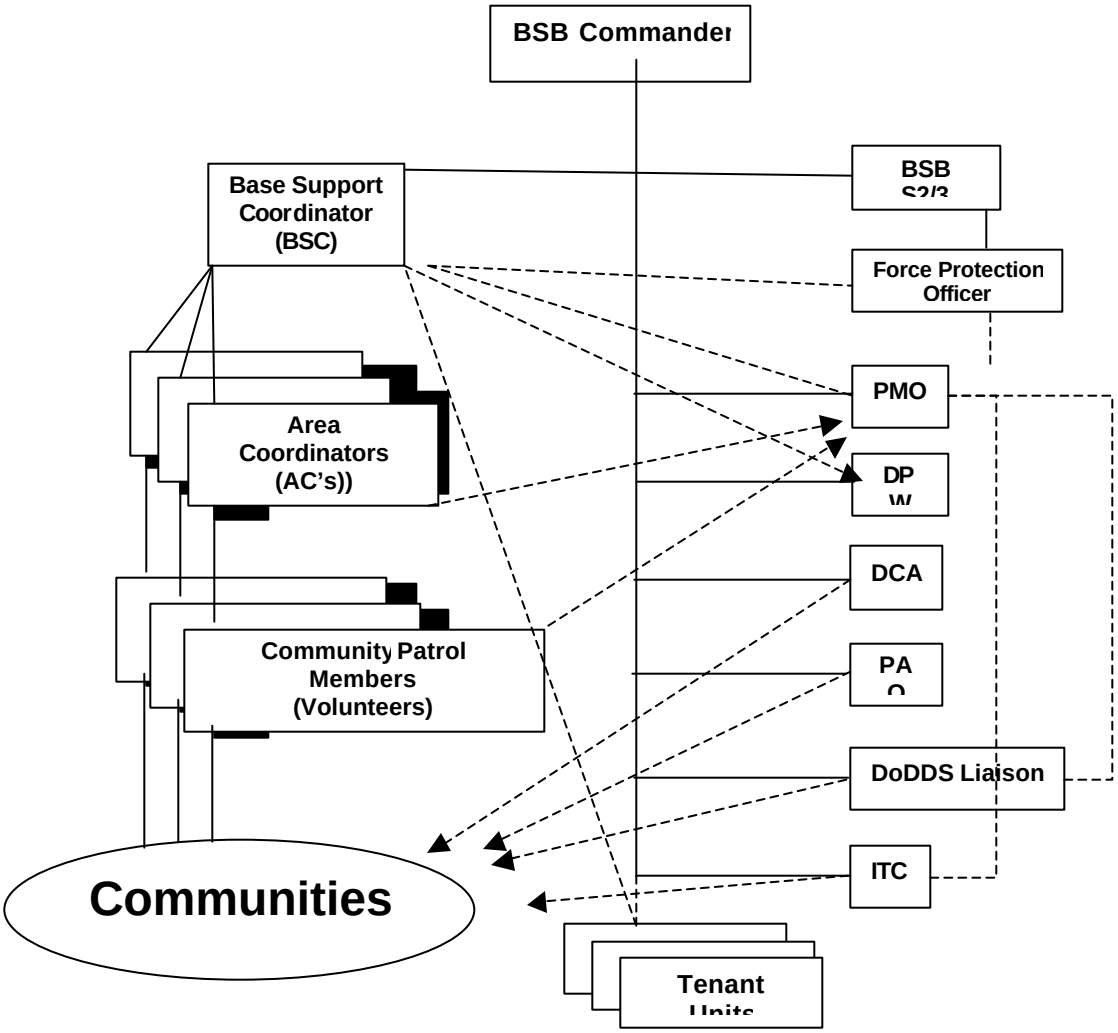

FIGURE 1. SNAP Agency Coordination Diagram

Chapter 2
Security "in a Nutshell"

Traveling to and living in a foreign country can be a rewarding experience. U.S. soldiers, Department of Defense civilians and family members who are afforded this opportunity have advantages that most Americans can only dream about. Awareness of the threats unique to those with this opportunity can help prevent victimization.

The threats facing Americans overseas today are as varied as the areas to which they can be assigned or travel. There is always a chance that an American will become involved in a terrorist attack or incident. In fact, the likelihood that an American may become the victim of a criminal act has actually increased in Europe. Assaults, burglaries, robberies, and other violent acts occur with a high degree of frequency in many overseas areas and with increasing frequency in Germany.

This chapter describes actions that you can take to deter, combat and reduce the likelihood of becoming a victim. It emphasizes awareness, planning, and common sense. By following these principles, you can help ensure a safe, secure, and fulfilling assignment here in Germany.

Terrorists and Terrorism: Objectives and Tactics

In the 1970's and 1980's Americans at home were relatively insulated from terrorism. Such tragedies as the attacks on the World Trade Center, the Pentagon, and the Murrah Federal Building in Oklahoma City have demonstrated that no one or any place is immune or out of the reach of a determined terrorist organization. Still, terrorist incidents remain infrequent events in the United States, but we must not let infrequency become complacency. Unfortunately terrorism remains an issue for Americans stationed overseas. Americans may react "routinely" to news of murder, theft, assault, or other acts of violence in their own country because these crimes are part of the world that we know. Terrorism has not typically been part of the world that we know and, consequently, our reaction can be more pronounced resulting in uncertainty and fear.

Generally speaking, terrorists are dedicated people who believe they are participants in a dynamic social and political process. These people cannot achieve changes that they desire through the normal political process and resort to violence. Religion, politics, or both most often motivates the terrorist. The religious terrorist is the most dangerous, least rational and most prone to violence. Terrorists are better trained, equipped and more professional than we often give credit for being.

Most terrorist acts are committed to gain publicity for their organization and purpose, to achieve political goals, or to obtain arms or financing for future operations. By performing sensational acts that attract media attention and outrage the public, terrorists seek a government reaction that will further their cause. Most terrorist acts are planned

and carried out with considerable expertise. Terrorists seek to exploit a target's vulnerabilities and, with exception of suicide attackers, minimize their own risks.

Terrorist acts are often limited to six basic forms: bombings, assassinations, armed assaults, kidnappings, hostage situations, and hijackings. Bombings are the most common. All are, in their most basic form, simple criminal acts. The manners in which they are executed, the victims that are targeted, and the desired media and political outcome are the only real differences between the terrorist and the common criminal.

Other Criminal Activity

Regardless of the country some threat of crime will always exist. In many areas, crime against persons and property are increasing. Several factors account for this, to include the relaxing of border controls in Europe, which has permitted greater freedom of travel. Some of the people exercising this new freedom are disadvantaged, unskilled, and criminal elements - drawn by the wealth that is present in other countries.

Before you travel you should contact your local security officer or unit S2 concerning the crime threat in the area that you plan to visit. The U.S. Embassy or Consulate can also provide information. Most have web pages and the State Department maintains a great travel page that is updated each month (http://travel.state.gov). Taking the time to contact these agencies will help you make an informed decision concerning travel or make any special plans if any are required.

Crime Prevention

The safety, security and well-being of soldiers, civilians and family members living and working in our community is of primary concern. The commander will continue to allocate resources and time to maintain an adequate security posture for our communities and installations. The Provost Marshal's office continuously coordinates with German law enforcement agencies.

To reduce terrorism and crime we all must help our military and host-nation security forces. By improving our personal awareness and using common sense practices, we can help prevent crime and terrorist attacks. Without appropriate targets, would-be criminals will turn their attention elsewhere. As you lessen your personal vulnerabilities, you will reduce the likelihood that you will become a victim.

This section describes individual measure that you and your family should use in your daily activities. It presents antiterrorism and crime prevention tips; personal security practices for adults and children; security at home; and while traveling or staying in hotels.

General Security Tips

- Do not discuss personal matters such as travel plans, your job, or your family with people that you do not know.

- Learn about the area, the culture, local customs, history of criminal activity and local laws.

- Be familiar with the environment. You must know what is normal to be able to detect what is unusual.

- Always have local coins or calling cards for pay phones. Know how to use the local phone system and the number for emergencies.

- Maintain a low profile do not advertise military affiliation.

- Dress and behave conservatively. Avoid styles that do not fit into the local area and typically American items such as western boots and hats, or baseball caps - try to blend in.

- Don't wear clothing with slogans or symbols that may be offensive. Remember that different cultures have different values and beliefs. Be conservative.

- Be polite and low key. Avoid loud conversations and arguments. Don't attract unnecessary attention.

- Don't flash large sums of money and never carry documents, credit cards, or large sums of money that you do not need to have on your person.

- Avoid going out alone, especially at night.

- Avoid secluded areas, poorly lit streets and narrow alleys.

- Stay away from known trouble spots, demonstrations and political rallies.

- In your contact with others, remember that deals too good to be true usually are.

- Excessive consumption of alcohol is often the first step to becoming the victim of a crime or serious accident. It lowers your awareness, rational decision making process and physical coordination. Criminals may target intoxicated people because of these reasons. Most importantly, many victims simply lose their ability to perceive potential dangers. If you drink, do so in moderation, especially when away from home. Staying sober may help you stay healthy and alive.

Security at Home

Several of these comments may not apply to on-post living accommodations, but it is likely that you will someday live somewhere off post. Most are general enough that they can be applied in almost any situation.

- Select a well-lit neighborhood. Keep entrances, exits and stairwells well lit.

- If located in a commercial area examine the whole clientele attracted to the area.

- Check on the availability of emergency services.

- If possible try to avoid apartments on the ground floor since they are more vulnerable to break-ins.

- Ensure that your home doesn't stand out among others in the neighborhood; don't display obvious U.S. military and or specific American symbols.

- Use the locks on all doors. The door may lock when you close it, but the deadbolt does not set. Use the key and set the deadbolt. Have locks replaced if keys are lost.

- Use intercoms, peep holes in doors. Do not open the door until you have identified your visitor. Beware of unexpected deliveries or repairmen. Refuse entry until you can identify who they are. Check for identification and if necessary, call the firm and verify the appointment.

- Ask your landlord to tell you in advance of any deliveries or workers coming to the apartment.

- Use louvered shutters, especially on the ground floor. Use curtains, windows and shades, especially in the evening.

- Don't hide a key, if you must give a key to someone make it a trusted neighbor.

- Don't mark your residence or vehicle keys with your name, address, or other information that can identify you.

- When away leave a light on or a radio to make it appear that someone is at home.

- Answer your phone by saying hello. Do not answer with your name or rank. If you have an answering machine record your number as part of the greeting. Don't use your rank or name.

- Have emergency numbers and names ready and by the phone.

- Learn how to ask for help in the local language.

- Having a dog can be an excellent deterrent to criminals.

- Parking your car in a locked garage is best. Avoid parking on the street if possible. If you must try to park the car in a well lit area.

- If you are going away for more than a day or two, have someone collect your mail. Use automatic timers for the lights or radio.

Driving and Vehicle Security

- Keep your vehicle well maintain and your tank at least half full.

- Walk with your vehicle keys in your hand ready to use.

- Perform a quick check of your vehicle exterior and interior before unlocking. Look for any signs of tampering. If something appears suspicious, notify the police-stay away from the vehicle until it is determined to be safe.

- Once insider your vehicle lock the doors and put the key in the ignition. Keep the doors locked at all times.

- Keep your windows up until you are moving. It is best to keep your windows up when traveling in town. If you must lower them, do so only slightly.

- Always lock your vehicle when unattended and safeguard your keys.

- Park in secured lots when possible. If unavailable, park in a well-lit area that is not secluded.

- Always be alert and aware of your surroundings while driving. Defensive driving is not only safety smart, but security smart. Always use your seat belt.

- Be aware of vehicles in front, behind and to the sides. Pay attention to the occupants.

- In high threat areas, or in a high-risk area, vary your route and times of travel. This makes you less predictable and harder to target.

- Never pick up hitchhikers.

- Avoid demonstrations or known trouble areas.

- Know the location of police stations, fire departments and hospitals. Go to one of them if you think that you are being followed - do not go home. Try to record the description of the vehicle, license plate number and occupants.

- Your European driver's license issued by the Army is not valid in all countries and may not be recognized by car rental agencies. Obtaining an international license is always the best policy.

- Check with insurance companies to make sure your policy covers you in the area in which you are traveling. Ask them about any special concerns. Carry proof of insurance.

- Consider the use of a vehicle that will not identify you as a foreigner. Rent a vehicle if necessary.

Car Trouble

- Set out a warning triangle and/or flares; raise the hood; activate emergency flashers, lock the doors and stay inside. If someone stops to offer assistance, roll the window down slightly and ask them to notify the police or a road service agency. If you feel unsure of the situation, don't get out of the vehicle until the police or road service arrives.

- Call boxes - In most western European countries, call boxes are located at regular intervals on major highways. Use these to call for help and then return to your vehicle.

- While parked - Be wary of assistance offered by strangers. Telephone a friend or road service for help. If you feel threatened by strangers, stay in the vehicle with the doors locked. Use the vehicle horn if you need to attract attention.

- In an emergency, drive on flat tires until reaching a well lighted, well traveled, safe area.

Traveling Away From Home

- Tell only those that really need to know that you will be gone. Make sure they know where you'll be and how to contact you. It is recommended you set up a communication plan and let them know when you reach your destination.

- Call the security office or unit S2 to get information on the location that you plan to visit. The security office is not a travel office, but it can provide information related to

the general security environment of the area and aspects that you will need to consider before you go.

- Carry the address and the phone numbers of the U.S. Embassy or Consulates located in the area that you plan to visit.

- If you wear glasses or contacts make sure that you carry spares.

- Bring a sufficient supply of medical supplies and any required medication. Carry a copy of the prescription of any required medicine and know the generic name of the product.

- Be discreet in revealing your military affiliation or home address.

- Make a copy of the following and place in different pieces of luggage in case the originals are lost or stolen: Passport pages with number, photograph, issue information, and any required visas; ID card, Leave, TDY papers, and/or border crossing documents.

- Use a money/document belt for copies of identity documents and use a separate wallet for credit cards and emergency funds. Consider what you will do if your wallet is lost or stolen - have a plan.

- Be wary of pickpockets, especially in crowded areas and major tourist attractions. Do not be distracted. Carry valuables and belongings in a secure manner. Handbags should be on a strap and place cross-wise on the body with the opening in toward the body. Walk with your hand on top of the bag. Put your wallet in your front pocket.

- Travel light; pack only what you will need. Do not use military luggage like a duffel bag or a flight bag.

- Avoid carrying potential controversial material such as gun magazines, military publications, religious books, pornography or magazines that can offend or antagonize.

- Watch your luggage at all times, especially in hotel lobbies, airports and train stations.

When Flying

- Try to book non-stop direct flights to your destination.

- Exchange small amounts of money before you leave for tips, snacks, taxis, etc.

- Use military flights, MAC charters, or U.S. flag carriers whenever possible.

- Hijackers usually direct their activities toward the aisle seats, especially the front and rear aisle area. Avoid sitting in these seats if possible.

- Travel in conservative civilian clothes that do not make you stand out as an American.

- Pack your own luggage. Never let it out of sight until it has been checked. Do not accept packages or items for packing with your hand-carried items.

- Use a civilian address for your luggage tags, reservations, and other travel documents. Do not use an APO address.

- Do not loiter around the ticket counter, baggage check-in, or security screening area. Go through security as soon as possible and move to the boarding area. If you want to use shops, use the ones in the secured area not the ones in the main terminal.

- Beware of unattended baggage; report it immediately.

- Use a tourist passport, with a plain cover, whenever possible.

- If a hijacking or similar incident occurs: Discreetly discard military identification. Do not volunteer military affiliation; but if questioned do not deny it. Simply state that traveling on a passport is routine. Avoid doing anything that will draw attention to you. Discreetly observe captors and note their physical descriptions. If a rescue attempt is made, get down and stay still until the situation is completely resolved and you are told to get up. Security forces will generally target anyone that is moving. Don't be a hero.

Using Hotels

- Use hotels that are reputable. Check with the travel agent or people familiar with the area.

- Try to get a room between the 2nd and the 5th floor. The ground floor is a target for criminals. Floors above the 5th are tend to be out of range of fire fighting equipment.

- Presume that all hotel rooms are monitored. Do not discuss classified or sensitive information in the room.

- Avoid using hotel paging.

- Keep your passport and your room key at all times.

- Exercise care when inviting strangers to your room or disclosing the number and location of your room. Meet visitors in the lobby or other public areas.

- Be wary of pickpockets, prostitutes, or other criminal elements that may loiter in lobbies, restrooms, restaurants, pools, or public phone booths areas.

- Note the location of emergency exits, fire alarms and fire extinguishers.

- Always use door peep holes and security chains. Lock the doors and windows when leaving the room.

- Try to sleep away from exterior walls and windows.

- Keep your room neat and orderly. By doing so, it will be easier to notice if someone has been in your room.

- Avoid leaving valuables in your room.

- When leaving your room, turn out the lights first - then open the door and check the hallway before exiting.

- Avoid hanging signs on the door requesting maid service. This tells everyone that you are not in the room.

- Mail letters and postcards yourself. Do not let the hotel do it for you.

- Beware of unexpected mail, parcels, or solicitors.

Security Issues For Children.

- Ensure that children always carry some form of identification and that they know their home address and phone number.

- As best as you can, know where your children are day and night.

- Never leave children alone or unattended - even when you just go and check your mail.

- Instruct children to keep their doors and windows locked and to never allow strangers in the home.

- Teach children how to contact the police or a neighbor. Show them how to use the phone in an emergency and let them practice by calling a friend.

- Don't have children wear clothes or carry items with their names displayed on the outside.

- Advise children to never leave home without telling someone where you will be.

- Children should travel or play with a friend or group. Children should avoid isolated areas.

- Advise children to refuse to accompany strangers … even if they say Mom or Dad sent them.

- Establish a secret codeword that only you and your child know which can be used by a friend if your child does need to be picked-up.

- Make sure that children know where to go if they feel threatened.

- Teach them to report anything that makes them afraid or uncomfortable.

- Write down the name, address, and phone number of your hotel. Have each child carry a copy.

- Give them coins to use in the pay phones and show then how to operate them. Let them practice.

- Establish rendezvous points in the event that someone gets separated. Make sure it is a place that your children can find.

SUSPICIOUS ACTIVITY REPORTING WORKSHEET

Note: If you have a camera, photograph the person or vehicle if you can do without placing yourself at risk.

SUSPECT:

HEIGHT: WEIGHT:

SEX: AGE:

SKIN COLOR: HAIR COLOR:

HAIR LENGTH: CLOTHING:

DISTINGUISHING FEATURES:

LANGUAGE SPOKEN:

ACTIVITY:

DATE/TIME/LOCATION:

VEHICLE: LIC PLATE NUMBER:

COUNTRY: COLOR OF PLATE:

MAKE: MODEL:

YEAR: TYPE (2 DOOR, 4 DOOR, VAN):

NUMBER OF OCCUPANTS:

DIRECTION OF TRAVEL:

NAMES/ADDRESSES OF OTHER WITNESSES:

BOMB THREAT WORKSHEET

TIME CALL RECEIVED:

TIME CALL ENDED:

DATE:

EXACT WORDING OF THE THREAT:

QUESTIONS TO ASK:

WHEN IS THE BOMB GOING TO EXPLODE?

WHERE IS THE BOMB LOCATED?

WHAT DOES THE BOMB LOOK LIKE?

WHAT WILL CAUSE THE BOMB TO EXPLODE?

WHO PLACED THE BOMB?

WHY?

WHAT IS YOUR NAME?

WHAT IS YOUR ADDRESS?

ARE YOU CALLING FROM A PAY PHONE?

WHAT IS YOUR TELEPHONE NUMBER?

WHERE ARE YOU RIGHT NOW?

SEX OF THE CALLER:

AGE OF THE CALLER:

BOMB THREAT WORKSHEET (Cont.)

CALLER'S VOICE:

CALM RASPY	DISTINCT	EXCITED
INTOXICATED	SLOW	ACCENT
STUTTER	SOFT	CRACKING
LOUD	ANGRY	LISP
CRYING	RAPID	DISGUSIED
SLURRED	CLEARING THROAT	
NASAL	DEEP	LAUGHTER

IS THE VOICE FAMILIAR?

BACKGROUND NOISES:

NONE	OFFICE	CHILDREN	CLEAR
STREET	LAUGHTER	STATIC	VOICES
PA SYSTEM	MACHINERY	ANIMALS	MUSIC
AIRCRAFT	OTHER		

DID THE CALL SOUND LIKE LONG DISTANCE?

DID THE CALL SOUND LIKE IT WAS FROM A PHONE BOOTH?

THREAT LANGUAGE: LANGUAGE SPOKEN/FLUENCY:

WELL SPOKEN (EDUCATED)?

BOMB THREAT WORKSHEET (Cont.)

FOUL/PROFANE?

IRRATIONAL?

TAPED MESSAGE?

MESSAGE BEING READ:

INCOHERENT?

REMARKS

NAME OF PERSON RECEIVING CALL:

PLACE / OFFICE RECEIVING CALL:

PHONE LINE RECEIVING CALL:

IMMEDIATELY NOTIFY AUTHORITIES OF ANY THREATS RECEIVED.

LETTER AND PACKAGE BOMB PROCEDURES

- REPORT ANY SUSPICIOUS PACKAGE OR LETTER TO AUTHORITES IMMEDIATELY
- TAMPERING OR OPENING A SUSPECT LETTER OR PARCEL SHOULD BE LEFT TO THE EXPERTS. LEAVE THE PACKAGE ALONE.
- DO NOT MOVE THE PACKAGE.
- DO NOT PLACE IN WATER.
- LEAVE ROOM WINDOWS OPEN TO VENT A POSSIBLE DETONATION.
- LEAVE THE ROOM.
- EVACUATE THE AREA AND WAIT FOR A BOMB DISPOSAL TEAM.

THE FOLLOWING MAY BE INDICATORS OF A BOMB

- NO RETURN ADDRESS.
- ADDRESS TO TITLE, BUT NO NAME, LIKE COMMANDING GENERAL, ETC.
- INCORRECT TITLE OR ADDRESSES.
- RESTRICTIVE MARKINGS SUCH AS CONFIDENTIAL OR PERSONAL, ETC.
- MISSPELLING
- EXCESSIVE POSTAGE.
- STAINS OR STRANGE ODOR.
- WIRE, METAL OR FOIL COMING OUT OF PACKAGE.
- HEAVY OR UNBALANCED.
- VERY RIGID ENVELOPE.
- SPRINGINESS IN THE TOP, BOTTON OR SIDES.

NOTES

NOTES

Chapter 3
Force Protection Condition (FPCON) System

Introduction. The Force Protection Condition, or FPCON, (formerly known at Threat Condition or THREATCON) System is designed to give the commander the flexibility to choose the appropriate level of protective measures needed in the area of responsibility. It is important that we all be aware of the FPCON System and how that system works. In the next few pages we will look at the FPCON system, first very generally and then more specifically to help you understand it.

Operations and intelligence staff sections are involved in processes designed to produce recommendations to the commander. Once completed the recommendation forms the basis for the assignment of the appropriate FPCON level. The intelligence and the operations staffs will work closely to form the recommendations, but from two different angles.

Intelligence Actions. The intelligence staff will direct its attention to the existence, capability and intentions of the terrorist organizations or groups that operate in the commander's area of responsibility. The focus of the intelligence staff is to provide the commander and the operations staff will an appraisal of how effective existing terrorist organizations are and if these organizations have any intention to act against Americans or U.S. facilities and interests. The methods that intelligence staffs use to make assessments to the commander are directed at determining the threat level of the area. This is the first process in setting the FPCON for the area.

Once all the information about terrorist groups living, operating and working in the area is compiled the intelligence staff has a much greater understanding of the actual threat posed to Americans and our interests. After compiling all this information we have to simplify the analysis and pin our assessment to a single word.

Operations Actions. Once the intelligence section have determined the threat level they pass their information to the operations section who will make the Threat Condition recommendation to the commander. The operations staff will concern itself with how the FPCON decisions or changes will be integrated into the operations of the unit. The operations staff will provide the implementing instruction to units based on the commander's decision. The threat level will direct much of the thought that goes into setting the threat condition. Like the threat level, the threat condition is a graduated response that keys the activity of our soldiers to the threat.

Whereas the threat level is an intelligence community judgment about the likelihood of terrorist attack, the Force Protection Condition (FPCON) is the principal means the commander has to apply an operational decision on how to guard against the threat. Ultimately it is the commander who must weigh the information and balance increased

security measures with the loss of effectiveness during prolonged operations and the accompanying impact on the quality of life.

Decisions are never as simple as they appear to be. This is especially true for a commander faced with the decision to set a FPCON. There are a number of issues that the commander must consider and weigh before making a decision concerning FPCON.

Commanders establish FPCONs and subordinate commanders have the flexibility to establish a higher FPCON if they feel the threat level in their area of responsibility demands a stronger security posture. An important point to remember about FPCON is that the measures that accompany a specific FPCON are mandatory once established. A subordinate commander can raise the FPCON in his area, but he cannot move to a lower FPCON than the one established by the higher commander. The declaration, reduction, and cancellation of FPCONs remain the exclusive responsibility of the commander issuing the order.

FPCON Levels. The Department of Defense has established five FPCON levels in the reporting system. Each of these levels denotes a different degree of force protection readiness required at an installation. Movement to each level is linked to the threat level and to the determination of the commander. FPCONs move in an ascending threat path starting at FPCON NORMAL and moving up through FPCON ALPHA to FPCON DELTA at the highest level. A more precise definition of the FPCON levels and what each entails is provided below.

- **FPCON ALPHA.** FPCON ALPHA exists when there is a general threat of possible terrorist activity against an installation, facilities or American personnel. This condition normally corresponds with a low level of perceived threat. The exact nature and extent of the threat are unpredictable and circumstances do not justify the implementation of a higher FPCON. In USAREUR FPCON ALPHA is the normal condition. This is the FPCON that is most familiar to you.

- **FPCON BRAVO.** FPCON BRAVO exists when there is an increased and more predictable threat of terrorist activity. Commanders enforcing this FPCON must be able to maintain the required measures for weeks or months without causing hardship, affecting operational capability, or causing problems with host nation authorities. At FPCON BRAVO you will see soldiers augmenting contract security guards and/or conducting security patrols.

- **FPCON CHARLIE.** This condition exists when an incident occurs or when intelligence is received indicating that some form of terrorist action is imminent. Implementation of this measure for more than a short time will probably create hardship and affect training activities of a unit and its personnel. Access to the installation will be more difficult with substantially increased delay time. There will be more vehicle inspections and more soldiers on guard. Training will begin to suffer, as training units

have to send soldiers back to home station to perform force protection duties. Commanders cannot expect to maintain the requirements of FPCON CHARLIE for more than a few weeks without causing hardship on soldiers and families living in the community.

- **FPCON DELTA.** FPCON DELTA exists when at terrorist attack has occurred or when confirmed intelligence indicates that a terrorist attack directed at a specific location is likely. FPCON DELTA should be viewed as a localized warning. Under FPCON DELTA normal activity at the installation stops and all effort is directed toward force protection missions. Installations cannot stay at FPCON DELTA for more than several days without causing severe hardship on the soldiers and families living in the community.

Measures. Each one of the FPCON levels is made up of a number of measures that prescribe activities that the installation must fulfill to meet the requirements of the FPCON. It is the measures that serve as the enablers of the FPCON system. Measures associated with each of the FPCONs are cumulative. You cannot leave measures associated with a FPCON that are painful, inconvenient or just plain too hard to do. Progressing from a lower to a higher FPCON means all the measures associated with the lower FPCON are tacked on the next higher FPCON. For example FPCON ALPHA contains measures 1 through 10. FPCON BRAVO contains measures 11 through 29. As you move from FPCON ALPHA to FPCON BRAVO measures 1 through 29 are implemented. You cannot simply leave the ALPHA measures behind and do only the BRAVO measures.

FPCON measures offer the commander the additional flexibility of being able to take measures from other FPCON levels to add additional security or to vary the look of his installation without necessarily upgrading to the next higher FPCON. When this is done, it is said to be at a "plus" level. For example if we are executing FPCON BRAVO but have been implementing a few measures from FPCON CHARLIE, then it is said we are at FPCON BRAVO Plus.

Random Antiterrorist Measure Program. The commander has another tool to support his FPCON implementation. The Random Antiterrorist Measure Program (RAMP) is designed to supplement, but not replace the FPCON system. You may have encountered RAMP and may not have recognized what it was. MPs normally execute the program for the commander. Those of you who have been randomly stopped by the MPs and had your ID checked or your car searched were part of RAMP activities.

RAMP is an effective operations security measure than enhances security and greatly limits terrorists to determine the pattern of security and responses that an installation uses in its force protection planning and implementation. RAMP measures, like random ID checks and vehicle searches, are taken from higher FPCON measures to supplement lower ones. RAMP can and does assist in vulnerability analysis, training

of security forces, raising general population awareness, and RAMP measures have the advantage of being easy to maintain.

Chapter 4
Principles of Security

We can all learn something from each other. Each of us has a perspective formed by a multitude of experiences. Pulling all of those viewpoints together and focusing them will make us all better, stronger, and more secure. Below is a compilation of seven principles to which we can all adhere.

(1) ADDRESS YOUR OWN FEARS*.* The amount of security precautions each individual should to take to mitigate risk and provide the most reasonable degree of safety will depend on numerous circumstances. Where one lives, the type of dwelling, the size of the family, children's ages, working hours, the local crime rate, and the threat of terrorism are all factors that will determine one's individual requirements. Many of these factors are beyond the reasonable control of the average citizen. Personal fears and individual perceptions of the environment are more likely to require a more active stance. If one *feels* afraid, even if the fear has no grounds, then he or she should do whatever is necessary to feel more comfortable.

This goes back to the point about knowledge we made in the introduction of this handbook. Fear, in most cases, is grounded in ignorance. Once we have looked at information and gained insight our fears are reduced or at least made manageable.

Germany presents challenges that, in many cases, most have not encountered before. In some cases there will be cause for concern, in others there will be cause for frustration. In very few cases will there be cause for fear. There are really few problems we all have not faced at one time. If you have fears, express them! Let someone know and seek help and information. Sharing the load will make it easier to carry and will go along way to making you feel more comfortable in your community.

(2) ADDRESS YOUR TOTAL SECURITY*.* When stationed abroad it is important for us all to address our security needs in the broadest sense. Abroad we must continue to consider our physical and property security as we do in the United States, and we face additional challenges unique to our environment.

While domestic terrorism is a growing concern, as is the growing transnational capability of some terrorist groups, Europe possesses one of the highest levels of threat in the world. Although the international community is uniting to fight terrorism across the globe, Europe continues to provide a place for groups to leverage political opinion and gain financial resources. Europe also provides limited safe havens from authorities in terrorists' native countries.

Open borders and an unstable east provide opportunities for terrorists and other criminals to gain access to the west. In addition, if a group wants to strike a symbolic American target that is normally not as well defended as an embassy, American

soldiers in Europe potentially provide an easy target. None of this is designed to make you paranoid, but simply to indicate that we must continually consider the potential of terrorism while living abroad.

(3) OPPORTUNITY AND ABILITY. The capacity for a criminal to commit a crime or a terrorist to wreak havoc generally depends on two factors: opportunity and ability. Without either of these, there is little chance crime and terrorism would exist at all.

Most criminals are opportunists and the potential victim provides the opportunity. Presenting opportunities for criminals and terrorists to act can take multiple forms. Whether it's leaving your wallet on the front seat of your car, leaving the home unsecured, or maintaining a predictable routine in the daily schedule, opportunities are in constant abundance. However, erasing or reducing the opportunity is the easiest way to mitigate personal risk of crime and terrorism.

While one may not be able to directly influence a criminal's ability to commit crime or a terrorist's ability to promote terror, reducing opportunity automatically, albeit indirectly, reduces their abilities. Effective security removes the opportunity where possible and restricts the criminal's ability to take advantage of any chance that remains. To find and identify a criminal's opportunity you have to place yourself in the criminal's shoes. An ancient, but respected, military strategist named Sun Tzu, described this in his Art of War. He says it is vital to "know your enemy". Just as a military commander will study his enemy, individual citizens must know the criminal or terrorist. What are likely courses of action and how to defeat them?

Ability can be reduced effectively when opportunity cannot. A case in point could be the following situation: A local resident has left his wallet on the front seat of his American plated vehicle. He can't remove the opportunity for crime altogether because he has to park his car somewhere and he is limited to the type of license plate he has on his car. He can, however, restrict the ability of anyone to take advantage of him if he ensures the door is locked, removes the wallet from sight, or better yet, remove the wallet from the vehicle altogether.

Once you understand and apply the concepts of opportunity and ability you will be able to decrease risk. How you apply this knowledge is really up to you since your circumstances are unique to you and your family. No matter the circumstance, once you start you will be reestablishing control over your life and gaining more security for your family. This will, in turn, increase your self-confidence and make you less vulnerable.

(4) AWARENESS. This is the single most important principle to learn and use. Without awareness all the rest become useless because successful application of the remaining principles depend on being alert to the threat. Awareness lets you detect a threat before the threat becomes critical or even before it becomes a threat.

Develop your ability to separate the normal from the abnormal. Become the watchdog of your personal environment. The watchdog metaphor is a good one, because a dog knows what normal is better than any person. If something is out of order in her world she will report it, typically by barking, until her world is normalized. Being aware allows us to focus on what the real dangers are likely to be.

(5) ANTICIPATION. Sun Tzu's advice to know your enemy applies here too. Awareness provides you the capacity to know the difference between normality and otherwise. Anticipation, on the other hand, is putting yourself in the mind of the criminal or terrorist. Like a chess player, you want to guess what the "other guy" plans to do before he does it so you can maneuver to defeat him. But, to be successful one must do more than just plan ahead. Look for indicators and analyze possible outcomes of your actions.

The ability to see the future is not a prerequisite for effective anticipation. Can you answer the question, "what would I do if I were a criminal in this situation?" If you can, then you can anticipate. It's what you do about it that is important. If the answer to that question is something like, "I would snatch that wallet right out of that car, because I might be able to use the military identification that is inside", then your analysis of the situation could bring you to an effective course of action. One course of action could be to lock the door to the vehicle. This may help, but your chances are better if you to remove the wallet from sight or from the vehicle altogether.

(6) AVOIDANCE. If you're aware of what's going on around you and use that awareness to anticipate problems, you can avoid getting into a disadvantageous situation. To make the conscious decision to avoid a situation potentially appealing to a terrorist or criminal will go a long way in promoting community safety. Avoiding a situation is the best way to prevent from being victimized. Not leaving that wallet in the car is a prime example of how to avoid becoming a victim of crime, or worse, terrorism. In any case, the first objective should be to avoid trouble, rather than meeting it head on, by anticipating possible developments and preparing effective solutions to counter them.

(7) SELF-RELIANCE. Military Police patrols make checks as part of their duty and as a service to the community. In times of heightened FPCON, soldiers from the community may patrol or guard our housing areas and communities both on and off the installation. Still, we will not be able, except under the most extreme circumstances, to place soldiers in the community as a permanent guard force. As members of the community we must develop a sense of shared responsibility and look to our own security. Each citizen must realize that he is responsible for his own actions, his own life and in the end is accountable for his own security. Military guards and emergency services are valued assistance, but not primary providers. We all have a stake in making our communities better and more secure.

Chapter 5
Security at Home

Community residents must take a large part of the responsibility for security. In our communities we have a security triumvirate. First, the military component provides oversight, manning and liaison roles. The military builds the program, tasks soldiers as the mission requires and coordinates support requirements with German authorities. The host nation forms the second part of the triumvirate and provides security and protective services to our citizens as they do their own. In truth, the Germans do more for us than they do for their own. Call it a matter of pride or respect, or just recognize it as being a good host. The final member of the triumvirate is the individual citizen and his or her family. The military component and the host nation look to the community for initial reporting and prevention activities. It is the basis for SNAP.

When planning for home security, it is very important that the home remain a home. Who wants to live in a maximum-security environment? Fear of the unknown and fear of the potentials can cause a great deal of overreaction. Vigilance does not require us to live in fear or to stop living enjoyable lives.

Assess the Risk. According to the insurance companies the greatest risks to yourself and your family are, in order of likelihood:

- Theft
- Fire
- Accidental Injury
- Personal Attack

What is the Threat? In addition to personal factors, the level that you take your security measures depends on the threat existing in your community. One would obviously need different levels of security living in New York City than in Giebelstadt. No matter where you live, criminals do not go around looking for a challenge. Criminals are rational thinkers like the rest of us. The benefits have to outweigh the risk. If you provide the opportunity and a relatively low risk, you have asked to become a victim. Common thieves and mastermind terrorists operate on this simple notion. If the community bonds together and creates an environment of little opportunity or relatively high risk to criminals or terrorists, then the community may reap the benefits of piece of mind.

To spot criminal opportunities you are offering at home and to assess your security problems accurately, you must first try to put yourself in the criminal's shoes. Again, Sun Tzu's advice rings true. The criminal begins from outside a house and you must do the same to prevent a criminal act from occurring. Look at your house from the edge of your property and ask yourself the same three questions that a criminal will immediately ask himself:

- Is this house occupied?
- Is there anything in this house worth stealing?
- Is this house difficult to break into?

Analyze the perimeter of the property and your neighbor's, including the back. Keep asking yourself the questions the burglar will be asking. Work your way around methodically looking for obstacles…..

- Are the neighboring houses occupied?
- Do the windows of the neighboring houses overlook the property?
- Is there a fence and is it easy to scale?
- Can I access the house with the help of a neighbor?
- Is there a dog?
- Are there outside lights?
- Are there alarms?

and opportunities….

- Does he have a covered approach to the house in the dark?
- Is the back of the house dark? Could someone stand behind it unseen?
- Are there windows that I could use to gain access?
- Is there a key hidden outside?
- Are there ladders lying around that I could use to gain access to upper stories?
- Is there a peephole or opening in the door that could be used to identify me?
- Does a porch have an overhang, or does vegetation hide the door?

Before every military operation there is a period of surveillance. Depending on the size of the target the commander will establish one or more observation posts in a safe, secure position commanding a view of the target. The observers will stay in place for a few hours, days or even weeks; some terrorist groups are known to have carried out surveillance on a target for as much as three months. The observers will assess the number of soldiers defending the target, their discipline, weaponry and degree of alertness. The observer will record the number of times when the guard is changed and whether their ability is impaired at night or during periods of limited visibility and even when they take their meals and breaks. A good commander will rehearse his operation prior to executing it. Once he has obtained the information he needs through surveillance of weak points, and he has practiced achieving his objectives, he will increase his likelihood of success. Criminals and terrorists do the same thing. It is up to you to determine what will be seen once a surveillance operation on your home or community begins, no matter how simple or complex.

Deceiving the Criminals. To make your house and your community secure one must:

1. Create the impression that the home contains nothing worth stealing, or at least not worth the risk of attempting a crime.

2. Make it difficult, if not impossible, to tell if your house is occupied or unoccupied.

The key to making this work for is deception. Deception is a key ally, as any military strategist or tactician knows. But how does one make it work in the security of a residence? It's not as difficult as it sounds. Basically, the object is to change the appearance of your home. It should look as if someone is there, perhaps all the time. Open and close the curtains and blinds everyday. Turn lights on and off at varying intervals. When you go on leave have someone pickup the mail. All of these actions give the appearance that someone is home. A humorous, if not pertinent, example of home security is Kevin's attempts at deceiving a pair of thieves in the 1990 film, Home Alone starring MacCaulay Culkin. Kevin devised numerous schemes to discourage the burglars from breaking into the house. While these examples may be an exaggeration of what to do on a regular basis, it offers some creativity to the puzzled mind.

Dissuade the Criminals. It is essential not only to give them less to persuade a criminal from victimizing you, but to eradicate his interest by means of discouraging him. Employing barriers to the criminal will likely improve your chances of living in security. This doesn't imply that you should erect triple-strand concertina wire around your perimeter, but it can mean you can use more residential friendly means to protect your home and family.

Properly lighting your yard and/or driveway is an excellent means of discouraging the would-be thief. Generally, burglaries and thefts occur under the cover of darkness. After all, if you can't see the thief, you can't catch him in the act.

A dog is another line of defense because a dog will deter intruders before they reach the house. A barking dog also has the ability to discourage criminals and terrorists because the dog denies the opportunity to conduct proper surveillance. Time and again intruders may try to get a closer look at a possible target only to be turned away when the dog gives tongue. Dogs make it very hard for an intruder to gain the information they need to conduct the crime. Many dogs have a natural sense of protection for their homes and masters. Being bitten is a very effective deterrent to the most enthusiastic criminal.

Advertising a neighborhood watch program is another passive, yet effective, means of discouragement. Particularly if the entire neighborhood tells prowlers by placing a small sign in the window or shrubbery at each home that a watch program is in effect. I

think it's safe to say that most of us have seen signs of this sort. Neighborhood watch signs or signs advertising the presence of an in-home security system are abundant in communities throughout the United States.

Basic Home Security. The simple things can also be the source of our undoing. Neglecting basic home security techniques such as locking your doors or being wary of unannounced visitors can be a ticket to victimization.

Good locks are an essential requirement but the best lock in the world will only secure your door if you use it. In stairwell quarters the exterior door is typically the only high security door in the stairwell, yet this door is often remain open or unlocked. It may be inconvenient with kids or when bringing in the groceries, but leaving a high security door unlocked is an open invitation to intruders and crime.

When you consider the security of your door consider not just the door, but also the doorframe. A thousand-dollar door placed in a weak frame will not do you a lot of good. Make sure to consider the door as a system that includes the frame, hinges, locking devices and the door itself.

Use the peephole in the door or the external intercom, if available, to identify someone outside. Try to avoid opening the door to someone you do not know. If you do open the door to identify the person make sure you have a chain-locking device on the door. Have a light on the door stoop and use it when opening the door. Porch lights can be connected to a motion sensor so they illuminate automatically.

The garage, if you have one, should be as secure as the house. In most cases garage door locks are poorly constructed and are not the same standard as those on a house. If you can secure the garage from the inside the addition of a dead bolt lock will add significantly to your security.

There is little use in securing your doors if you do not do the same for the windows. No matter if the window is on the upper or lower floor, the window needs to have a locking device installed and used. Leaving windows unsecured or worse, open, is invitation for crime.

The best door and window locks in the world will not be of the slightest use to you if you fail to retain control of your keys. People leave their keys in cracks and under flowerpots or rocks in the yard so other family members can find them or in that off change that you lock yourself out of the apartment. Criminals conducting good surveillance may notice this well in advance of any act of crime.

Vehicle Security. Secure your car as an extension of your home and try to create the same impression in the car as you do in your house, so that you do not stand out in the crowd. It is important to remember that we live in a country where a Mercedes is a

taxicab and a Jeep Cherokee is a status symbol. Many American cars that would not get the slightest notice in the United States will be getting a second glance over here. The idea is to blend in…

Giving the impression that you are just one in the crowd may run counter to many of our thoughts and wishes, but from a security stand point that is the approach to take. Try to give the impression and practice the habit of making your car appear that it contains nothing of value.

The safest place for your car is in the garage with the door locked or in the driveway with a gate lock. Of course, you will not get very far in a car that is always locked behind a door or a gate. For many of you, maybe for most of you, the ability to park your car in a secure area did not cross the Atlantic with you. In that case, you may have to leave the car on the street or parked in a lot adjacent to the apartment building. If that is your situation there probably isn't much you can do to reduce a criminal's opportunity. Instead, reduce his ability and try to park the vehicle under a light (best option) or at least as close the light as possible (next best option). Cars parked in dark areas are invitations to criminals. Try to minimize your parking in these areas.

Whether or not you should invest in a alarm system for your automobile will be your call. Many newer cars come with an alarm, but you can always have an alarm added to your car to increase its security. Car alarms have become more effective, but so have the criminals' ability to penetrate alarms. The other problem with car alarms is the "cry wolf syndrome." Sensitive alarms activate so often that it ceases to be an alarm and instead becomes a nuisance. A cheaper and more effective way to protect your vehicle from theft is a bar that fits across the steering wheel of the car. A criminal will easily see this deterrent and simply move his attention to another car that does not have such a device. Remember that you only need to be more secure than the next car.

Neighborhood Watch. Everyone would like to make their own house the most secure in the area, but the best way to do that is to extend the zone of security to include the whole community. By getting the whole neighborhood involved we have expanded our coverage and added literally scores of eyes to our security effort. In essence, it will have made the community a very unattractive place for criminals.

If neighborhood watch programs have a fault it is that they are too passive. They tend to rely on outside agencies and sources to get them working and keep them on course. In building the Safe Neighborhood Awareness Program (SNAP) we have tried to more active by having someone in the neighborhood “on the job” supporting the program and providing feedback from the community.

If the whole community is aware of potential threat and faces the problems of securing the neighborhood rather than running away or minding their own business, threat is automatically reduced. The absolute key is community involvement. Soldiers,

police and fire departments do not and cannot completely secure your community. Only you and the efforts of your neighbors can have any real measure of proactive success in that mission.

Chapter 6
Terrorism

Over the past three decades terrorists groups have committed acts of extreme violence for political reasons. Often it seems like these acts are committed at random and without reason by lunatics who have no regard for the maiming and killing of innocent human beings or for the violent destruction of property. If we look deeper into the problem of terrorism, however, we will find that the individuals who commit these acts are rational, sane human beings who are deeply committed to a cause. So deep is this commitment that they feel they are morally justified and are willing to go to any extreme in ensuring the achievement of their goals.

As citizens of the United States we all become symbolic or official representatives of our government. This is especially true when we are stationed abroad. No matter our position, either official or unofficial, we all still have a symbolic target value to the terrorist. Soldiers, civilians, members of the diplomatic missions, or tourists all have a potential target value to the terrorist. The terrorist considers himself to be a soldier fighting against oppressors and the forces of imperialism. The terrorists consider us to be legitimate combatants. The distinction between civilian, soldier, family member or child becomes blurred.

American Myths of Terrorism. One of the most common illusions facing Americans is the idea that terrorism happens to someone else and it always occurs in the Middle East or obscure regions of the world. The terrorist attack that left the World Trade Center a memory, the Pentagon damaged, and thousands of people dead should be a grim reminder that this is not the case. Many people tend to live in a very protected world and have a limited view of the world around them. This attitude reflects a dangerous complacency on the part of many Americans, including Americans who live overseas. Combating this complacency is the first and most important part of an effective antiterrorism program. Before we are able to deal effectively with terrorism we first must understand the basics about terrorism and admit that terrorism has the potential to impact us all.

Another myth of the average American mind is the general idea that terrorists are larger than life, mystical and flawless operators of evil. The terrorist takes on a persona that lends itself to invincibility and all the efforts of our government and its allies are unable to stop their actions and attacks. People believe the axiom "if a terrorist really wants you, they will get you" are especially vulnerable because they have developed a fatalistic attitude that diminishes their own security profile. The truth is that terrorist groups make mistakes, because in all reality, terrorists are still basic human beings and not supermen. In this chapter we will examine some of the basic characteristics of terrorism and ways one can become less of a target of terrorism. Terrorist can be detected and defeated, but to do that we all must understand how they operate, what motivates them, and what we can do to make ourselves less of a target.

Building knowledge of terrorism and its goals, objectives, and operations will help you understand how better to meet the challenges of terrorism. We are in a war today. It is not a conventional one or one that conforms to the normal description and tactics of war, but none the less, there have been and will continue to be casualties of this war on terrorism. Just as in a conventional war, our knowledge of adversary tactics and techniques will make us better able to meet the challenges of battle and win it. Unlike the conventional threat of the Cold War, knowledge of terrorist tactics applies to a wider audience than to just the military. Civilians, family members and tourists need to be aware of the possibility of being engaged by the terrorist.

Terrorism in Europe. Unfortunately for those of us stationed here, Europe is host to a large number of terrorist organizations. Most groups located here have only political and logistical cells operating in Europe. Historically, Europe has been a place for terrorist groups to gain political and financial support. Safe havens and sanctuaries located in Europe provide a valued "cooling off" location for members when situations become too complicated or intense at home.

The unrest in Eastern Europe and the Balkans and the resulting chaos and flow of refugees have provided a productive breeding ground for European and Arab terrorist organizations. Eastern Europe has become the origin for many Arab terrorist organizations seeking to operate in Western Europe. The Former Yugoslavia and Albania provide two of the best examples, but unrest in republics of the Former Soviet Union provide much the same conditions and response.

The point is that living in Europe means living in an area that has a high potential for terrorist action. Being an American means that you are either a symbolic or actual target of opportunity for the terrorist. It all sounds very intimidating, but remember we are talking about potentials, not realities. Still, to address potential acts allows us to be proactive in our neighborhoods and to adopt a stance of personal security.

Terrorist Operations. There are certain characteristics of terrorist operations common to all. Effective terrorists meticulously plan their operations in order to meet the needs of the organization. He must succeed because failure could mean the end of the organization or death. Terrorists typically enjoy working on a small scale but with enough impact to strike a psychological or political blow that is significantly out of proportion to its conception. These organizations strike with the smallest element possible to ensure security and simplicity of operation. By limiting the number of people involved, the terrorist increases the security of his organization.

Symbolism is as important, if not more so, to the terrorist as the weapon used to inflict damage. In something as horrific as the slaughter of innocent civilians, the terrorist is able to make a statement to the world, intimidate the population through his apparent lack of regard for the sanctity of life, and ensures success by attacking targets

that cannot or will not fight back. Using the media and symbolism to magnify the incident, the terrorist can employ fewer assets to accomplish the act and minimize his organization's exposure to compromise or defeat.

Another reason to limit the size of a terrorist operation is ***simplicity***. Efficiency and reliability are the results of simple plans. The smaller the group the more cohesive the unit and easier to command and control the organization. Cohesiveness and control multiply any organization's operational successes. Terrorism is not excluded. Simplicity extends especially to the target - a wise choice for a terrorist. He will attack the easy target - one with a weak security profile - before going after a tougher one. The terrorist seeks routine because in routine lies weakness and insecurity. Victims of terrorism more than likely have weak security profiles and are slaves to routine.

Terrorist operations are ***dynamic*** because they become instantaneous media events. The event takes on an element of wonder because the event has the ability to generate extensive press coverage and exponentially build momentum as the news traverses the globe. A truly well planned and executed event often becomes a defining moment in history. The events of 11 September 2001 will no doubt be a defining moment to Americans if not around the world. A truly dynamic terrorist event strikes at the emotional core of the person and always generates a reaction.

Terrorist organizations employ ***hit and run*** tactics and do so out of necessity. Terrorists do not have the strength in numbers or firepower to take on a conventional or paramilitary force in a face off. The terrorist wins by placing his strengths against the adversary's weaknesses and by limiting his exposure time to counterattack. Since most organizations are relatively small and face logistical challenges the attacks are short in duration and are directed against a limited number of targets. The threat of terrorism is persistent but the real danger of attack is very limited.

SNAP and Terrorism. Based on the notion that terrorists are larger than life itself, most average citizens feel that there is nothing he or she can do to combat terrorism. Nothing can be further from the truth. In fact, there is probably more that can be done at home than governments can do with all the millions of dollars spent and counterterrorist operations being conducted around the globe. One vigilant civilian going about her daily life multiplied by the thousands of residents across our community can have a significant impact in defeating terrorism. In noticing the same things one looks for when preventing crime, she can equally be defeating terrorism. As said before, terrorists in the most basic form are not much different than the common criminal. In order to be successful, they employ the same tactics and thought processes. The difference lies in the techniques and objectives. Communities that stay informed and work together to achieve a safe and secure living environment can effectively minimize, if not prevent, a terrorist action from occurring. When the average terrorist act takes months of meticulous planning there is bound to be someone in that span of time that could notice something out of the ordinary. That somebody could be

you or your neighbor. Properly educated and properly supported, SNAP can be an extremely effective tool in fighting terrorists in our own backyard.

GLOSSARY OF TERMS

Antiterrorism A passive means of combating terrorism; preventing terrorism before a terrorist act occurs

Area Coordinator (AC) Volunteers serving as representatives of each Block Club. AC's act as the SNAP liaison between the SNAP BSC Coordinators and the residents of the community. They coordinate community patrol efforts with volunteer patrol members in designated areas, report suspicious activities to appropriate authorities, distribute SNAP information to the community, organize and facilitate community patrol meetings, and recruit volunteer community patrol members.

Block Club A subsystem of SNAP composed of a group of residents in close proximity to one another led by volunteers known as Local Community Coordinators responsible for information flow up and down the SNAP network.

Base Support Coordinator (BSC) The individual responsible to the BSB Commander for implementation of SNAP. The BSC acts as a liaison between local Area Coordinators, Provost Marshal's Office, the Force Protection Officer, and the BSB Commander. He or she obtains and distributes SNAP-related information to community residents as appropriate (through the Area Coordinators).

Counterterrorism An active means of combating terrorism

Force Protection A military mission inherent to all commanders geared towards the physical protection of human resources and equipment

FPCON Acronym for Force Protection Condition; formerly known as Threat Condition, or THREATCON; a system that provides a commander flexibility to choose the appropriate level of protective measures needed in the area of responsibility

Measures prescribed activities that the installation must fulfill to meet the requirements of the assigned FPCON

Polizei German police force responsible for protecting and serving citizens, including Americans, living in German communities

Provost Marshal Senior law enforcement official in the Base Support Battalion with operational control of the military police forces. The 417th BSB Provost Marshal can be reached at 09321-305-955

RAMP Acronym for Random Antiterrorism Measures Program; enhances security and greatly limits terrorists to determine the pattern of security and responses that an installation uses in its force protection planning and implementation

SNAP Acronym for Safe Neighborhood Awareness Program, a neighborhood watch system intended for residential communities

Terrorism The systematic and calculated use of violence; or the threat of violence to attain goals -- political, religious, or ideological in nature -- by installing fear or using intimidation or coercion. Terrorism involves a criminal act, often symbolic in nature, intended to influence an audience beyond the immediate victims

Threat The perceived measure of potential criminal or terrorist activity in an area, usually calculated from several factors available to the intelligence staff; the threat normally is used to determine the level of FPCON needed to effectively execute a commander's force protection mission