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The Crucible

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Kroll

The Crucible

Security Operations and Training Practice

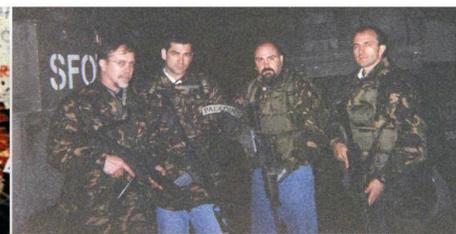
HRE
Training



Executive
Protection



Security
Operations





Subject Matter Expert Status

Close Combat

USMC

High Risk Environments

DoD

Close Protection

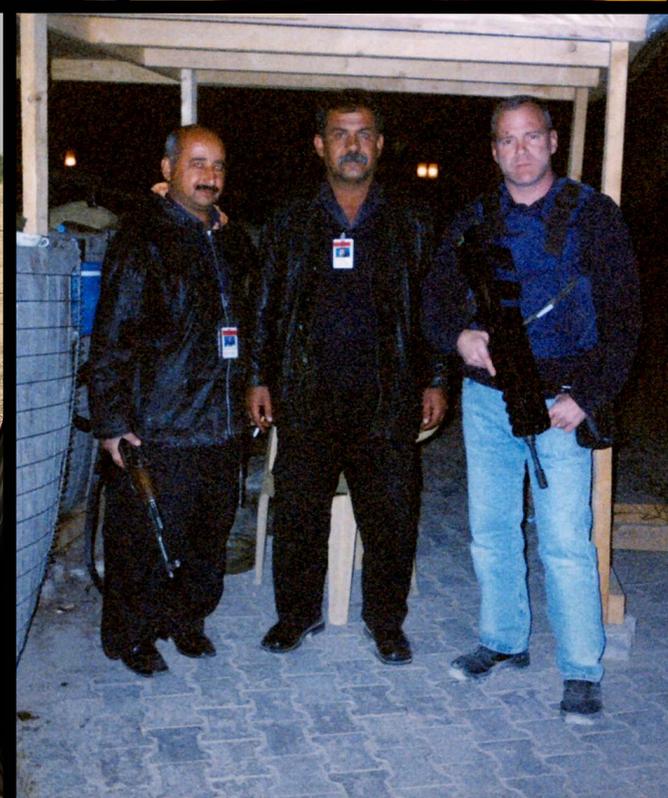
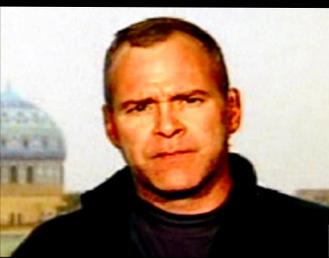
DoS

Apprehension Avoidance

JPRA

Terrorists TTP's

DIA





Iraq, Afghanistan, Pakistan, Qatar, Yemen, Qatar, Kuwait, Bahrain, Oman, Saudi, UAE, Gaza, Jordan, Malaysia, Bangladesh, Philippines, Nigeria, Egypt, South Africa, Kenya, Liberia, Sierra Leone, Italy, France, UK, Ireland, Belgium, Haiti, Mexico, Colombia, Venezuela, Brazil, Guatemala, Ecuador





4GW

“Assassins” Gate

Vehicles # 1 and # 3 of contractor PSD destroyed.

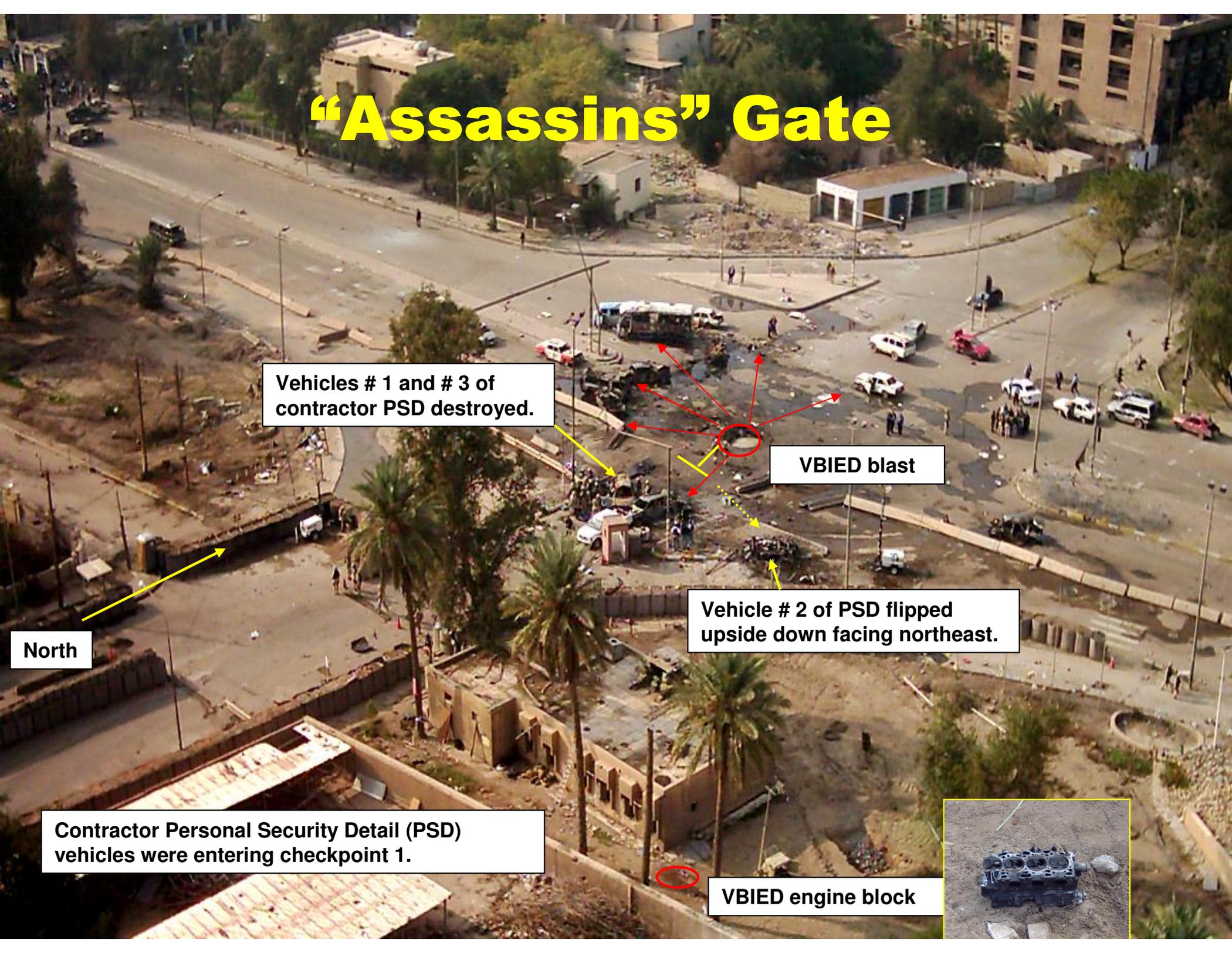
VBIED blast

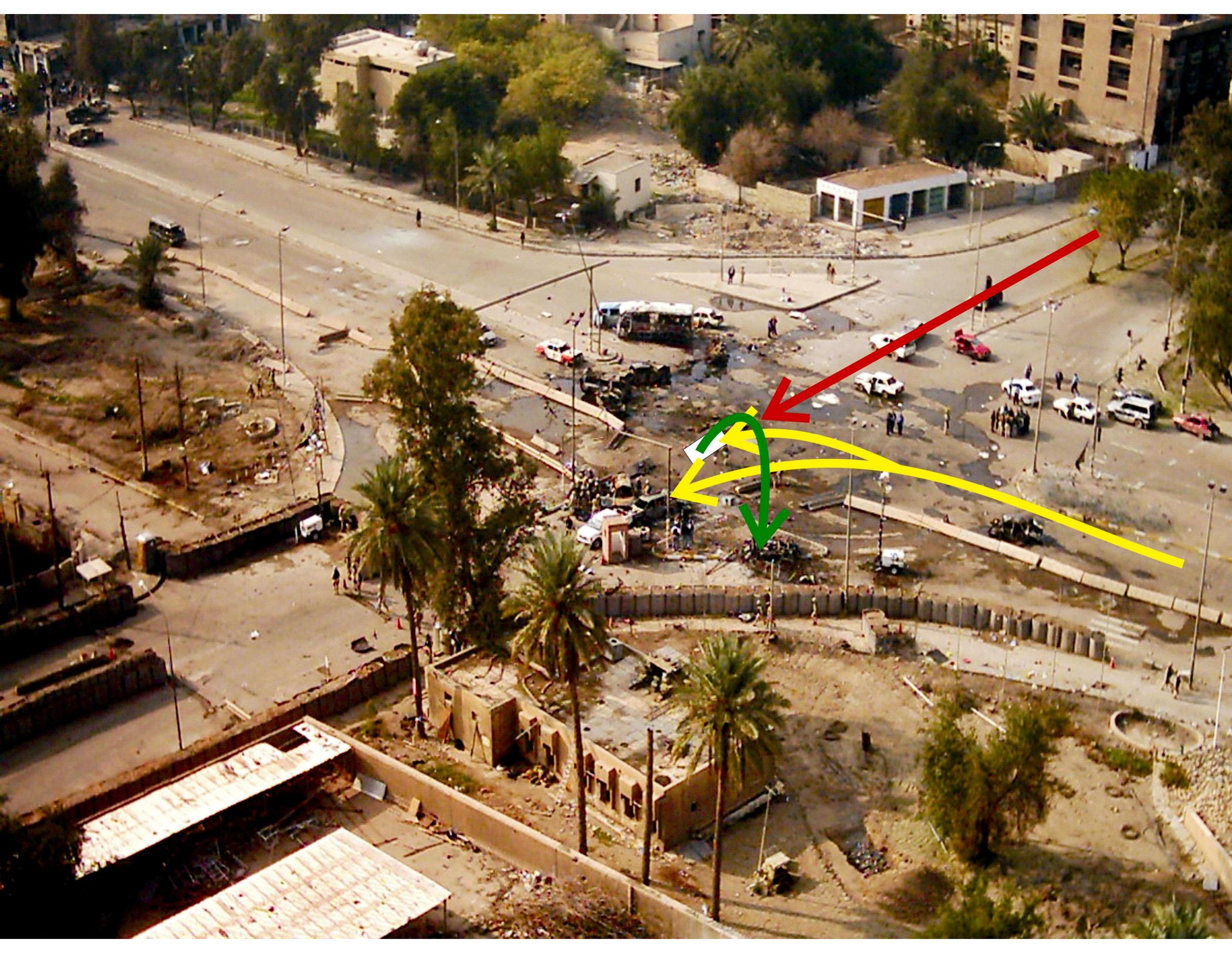
Vehicle # 2 of PSD flipped upside down facing northeast.

North

Contractor Personal Security Detail (PSD) vehicles were entering checkpoint 1.

VBIED engine block





Battle Damage Assessment (BDA)
14 Vehicles destroyed, 13 vehicles damaged and 25 killed.

7 Iraqi vehicles and a bus destroyed (12 killed)

8 Iraqi vehicles damaged



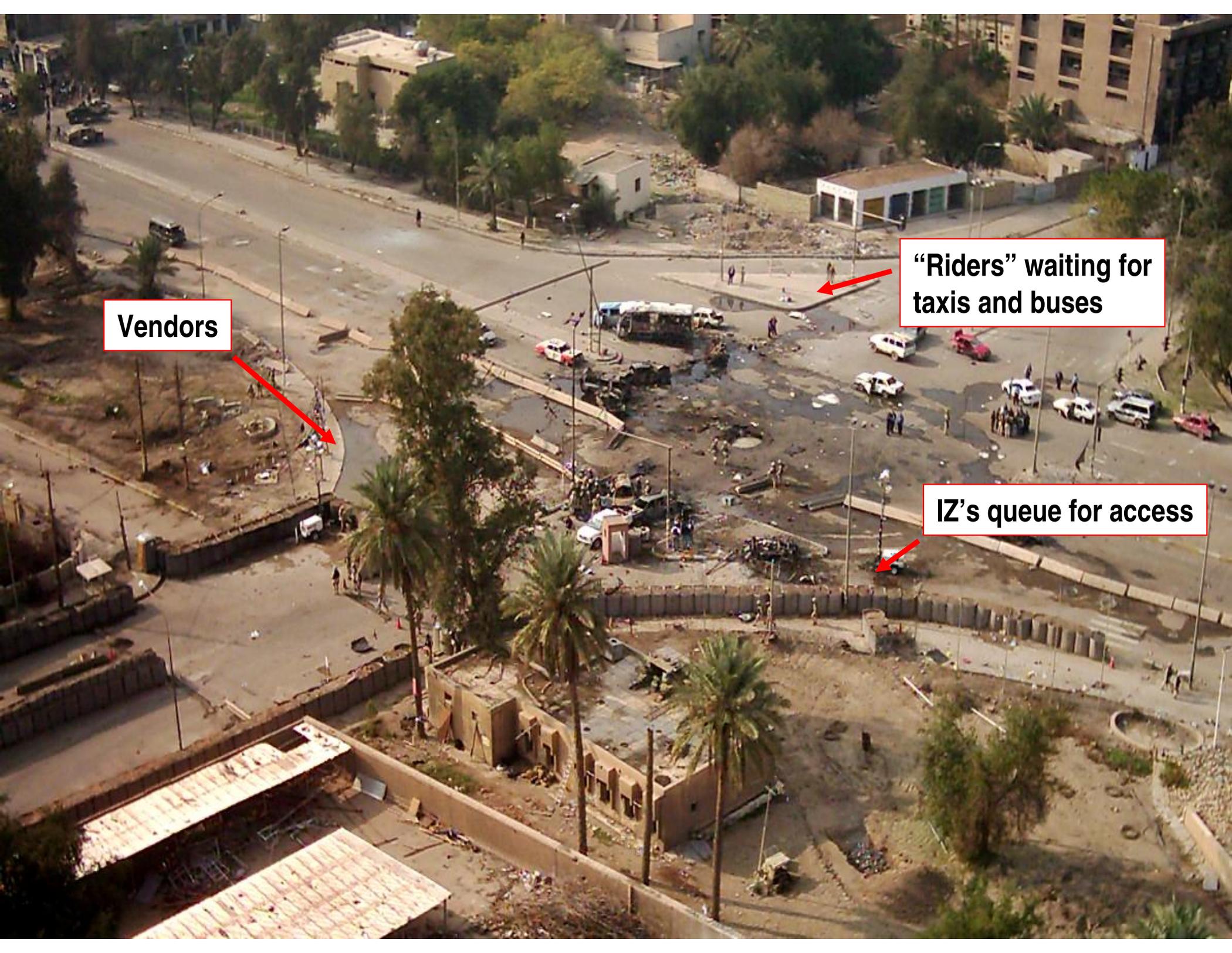
Crater of the VBIED

Vehicle #3(2 killed) and # 3 (2 killed) of PSD destroyed.

Vehicle # 2 of PSD destroyed. (3 killed)

Vehicle #1 destroyed





Vendors

“Riders” waiting for taxis and buses

IZ’s queue for access



الإسلام لله وحده
الأنبياء محمد وآل محمد

الإسلام لله وحده
الأنبياء محمد وآل محمد



~~THE BASE~~ THE FOUNDATION



الإسلام لله أكبر
النام محمد رسول



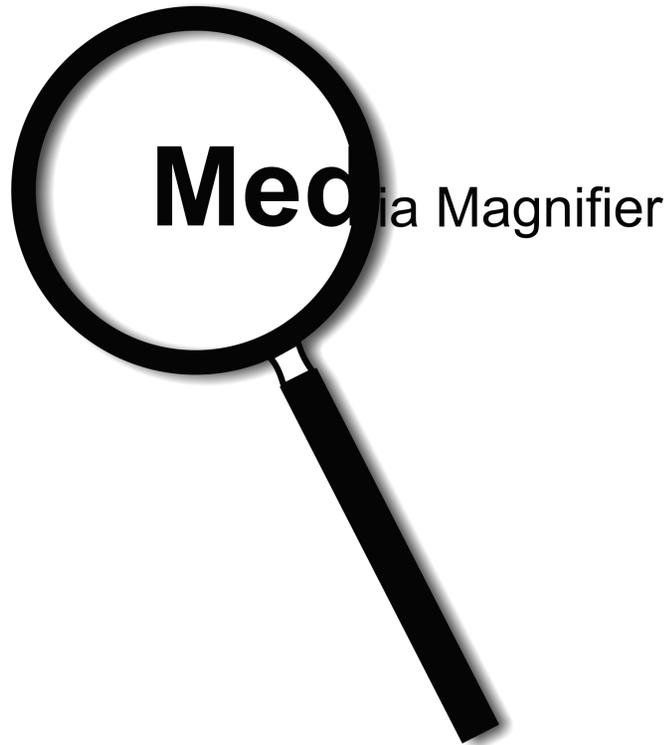
UK/BH-84 TRANSLATION
TWELFTH LESSON
ESPIONAGE
(2) INFORMATION-GATHERING USING COVERT METHODS

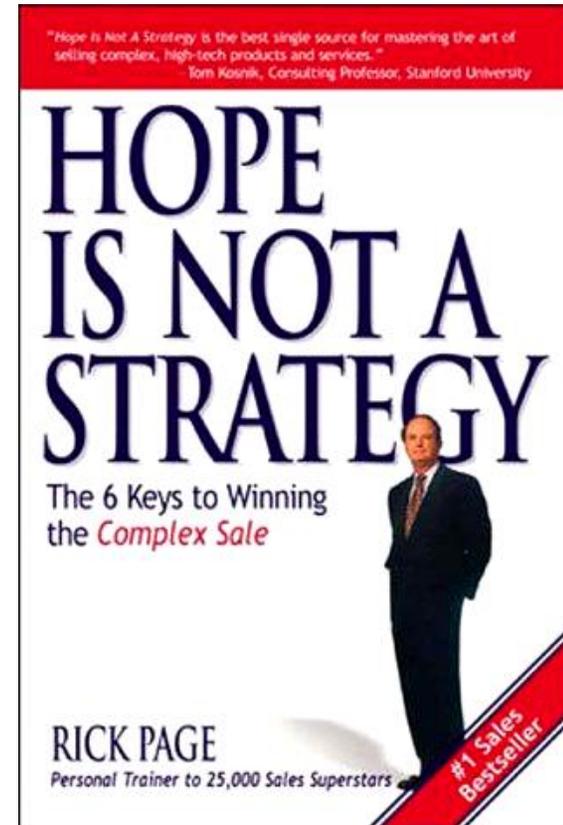
Al- Qaeda Training Manual

...what we knew...



...what we know...





“The Bold are helpless without cleverness.”

~ Euripides ~

“Nothing is improbable until it moves into
past tense.”

~ George Ade ~

OODA
Loop

 **ORIENT** →

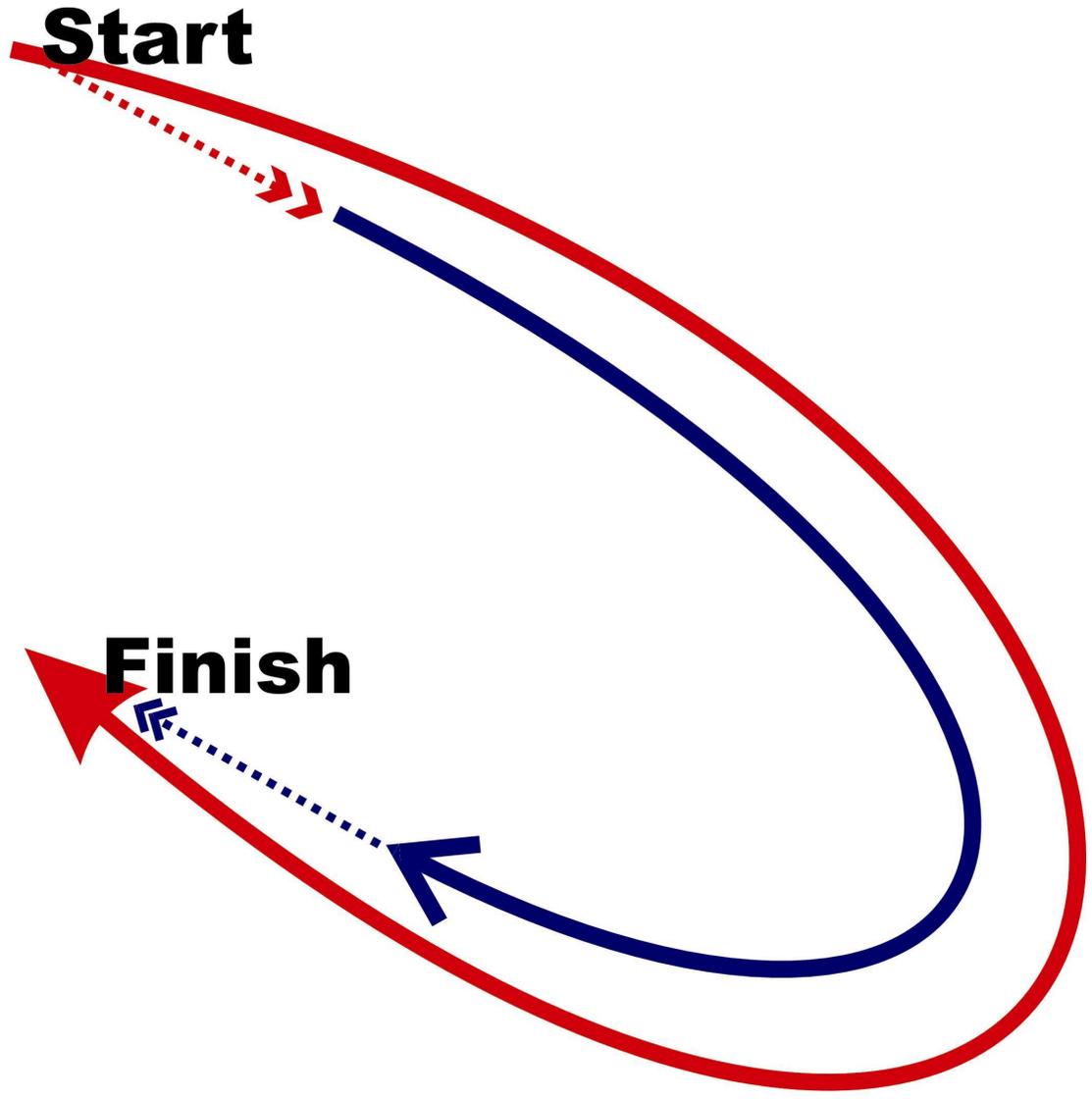
 **OBSERVE**

DECIDE

ACT



Colonel John Boyd USAF



BLUFOR
OPFOR

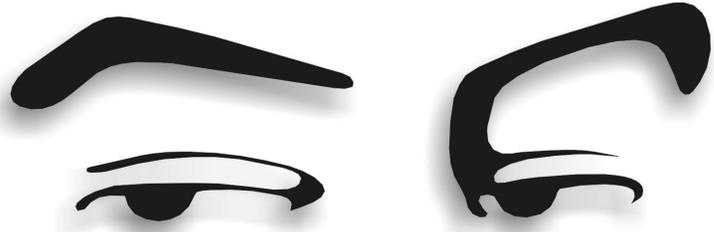
Counter-Measures DRIVE Threat











Surveillance

- Omnipresent
- Difficult to Discern
- Tactical Level – Adversary Identification
- Surveillance Detection –
“Programmatic efforts to identify targeting behavior.”
- Counter-Surveillance –
“Responsible agency surveillance efforts targeting the adversary.”

Protective Measures

Security is layered – redundant

“Model success, consider failure.”

- Demonstrable Security
- Surveillance Detection
- Attack Recognition
- Physical Countermeasures

Protective Measures

Layers of Security

- **Demonstrable Security**

- Vehicle Bomb Search
- Unpredictable, yet consistent, physical security
- Frequent introduction of variables
- “Projected Readiness”



• Surveillance Detection

- Fixed Point Surveillance Detection (Facility)
- Mobile Surveillance Detection
- Develop accurate “normal state” condition, Pattern analysis, anomaly identification
- Active Protection
 - Visiting, occupying, documenting surveillance and attack sites

“It is great cleverness to know when to conceal one’s cleverness.”

~ Francois de la Rochefoucauld ~

• Attack Recognition

- Skill in identifying pre-incident indicators
- Recognizing tactically disadvantageous practices and discerning potential OPFOR
- Aware – YOUR facility is a valuable target
- Alert – to things that make you say, “Hmmm...”
- Avoidant – not talking yourself out of the attack...being okay with NOT knowing

- **Physical Counter-Measures**

- Skills used to prevail in an attack



Protective Measures

- Demonstrable Security

1. Avoid being targeted due to security posture - Dissuade

Protective Measures

- Demonstrable Security
- Surveillance Detection

1. Avoid being targeted due to security posture - Dissuade
2. “Ramp Up” security changes – Make Plan Unworkable

Protective Measures

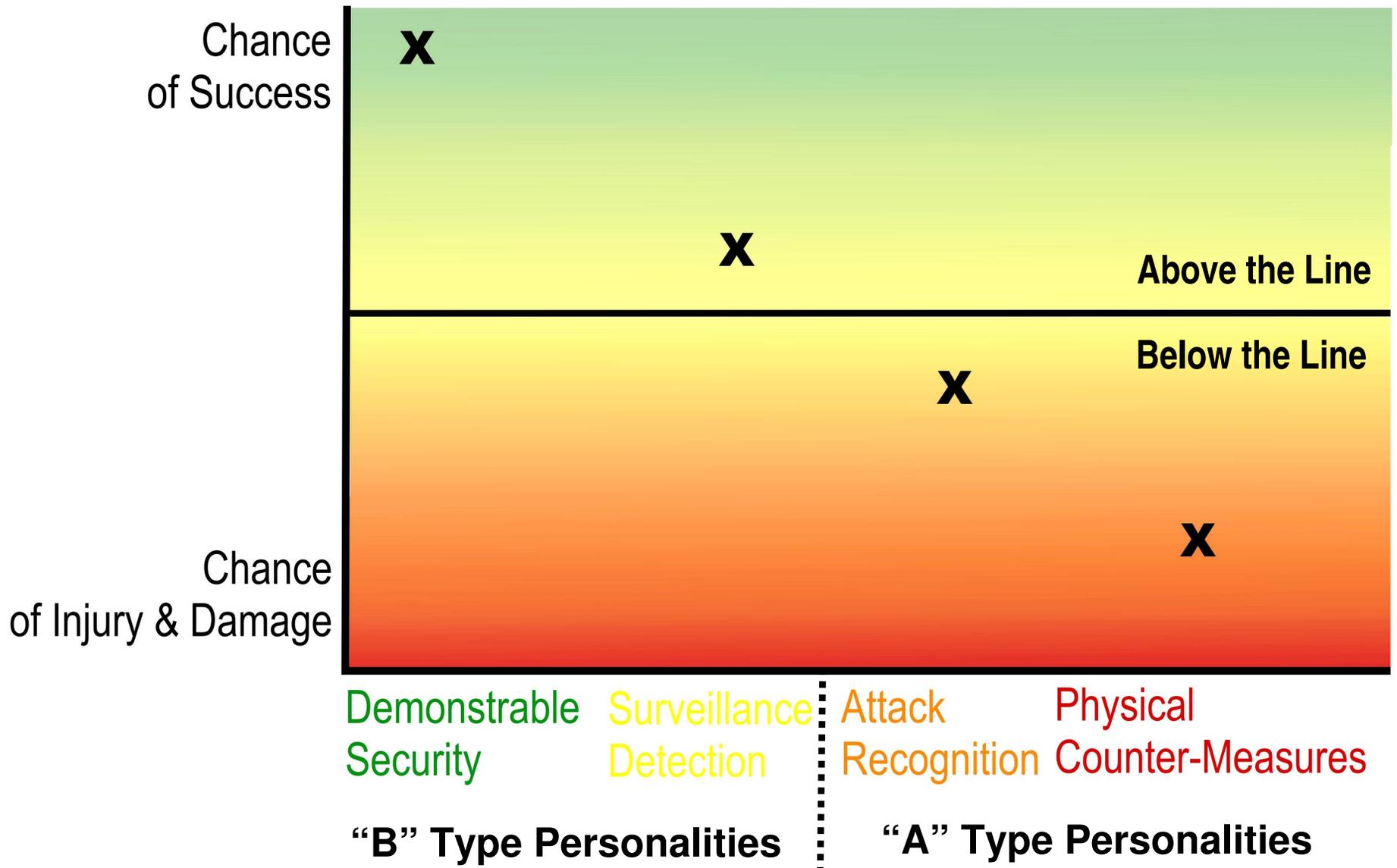
- Demonstrable Security
- Surveillance Detection
- Attack Recognition

1. Avoid being targeted due to security posture - Dissuade
2. “Ramp Up” security changes – Make Plan Unworkable
3. See Pre-Incident Indicators – Disrupt the Attack

Protective Measures

- Demonstrable Security
- Surveillance Detection
- Attack Recognition
- Physical Countermeasures

1. Avoid being targeted due to security posture - Dissuade
2. “Ramp Up” security changes – Make Plan Unworkable
3. See Pre-Incident Indicators – Disrupt the Attack
4. Higher degree of skill – Prevail in the Attack



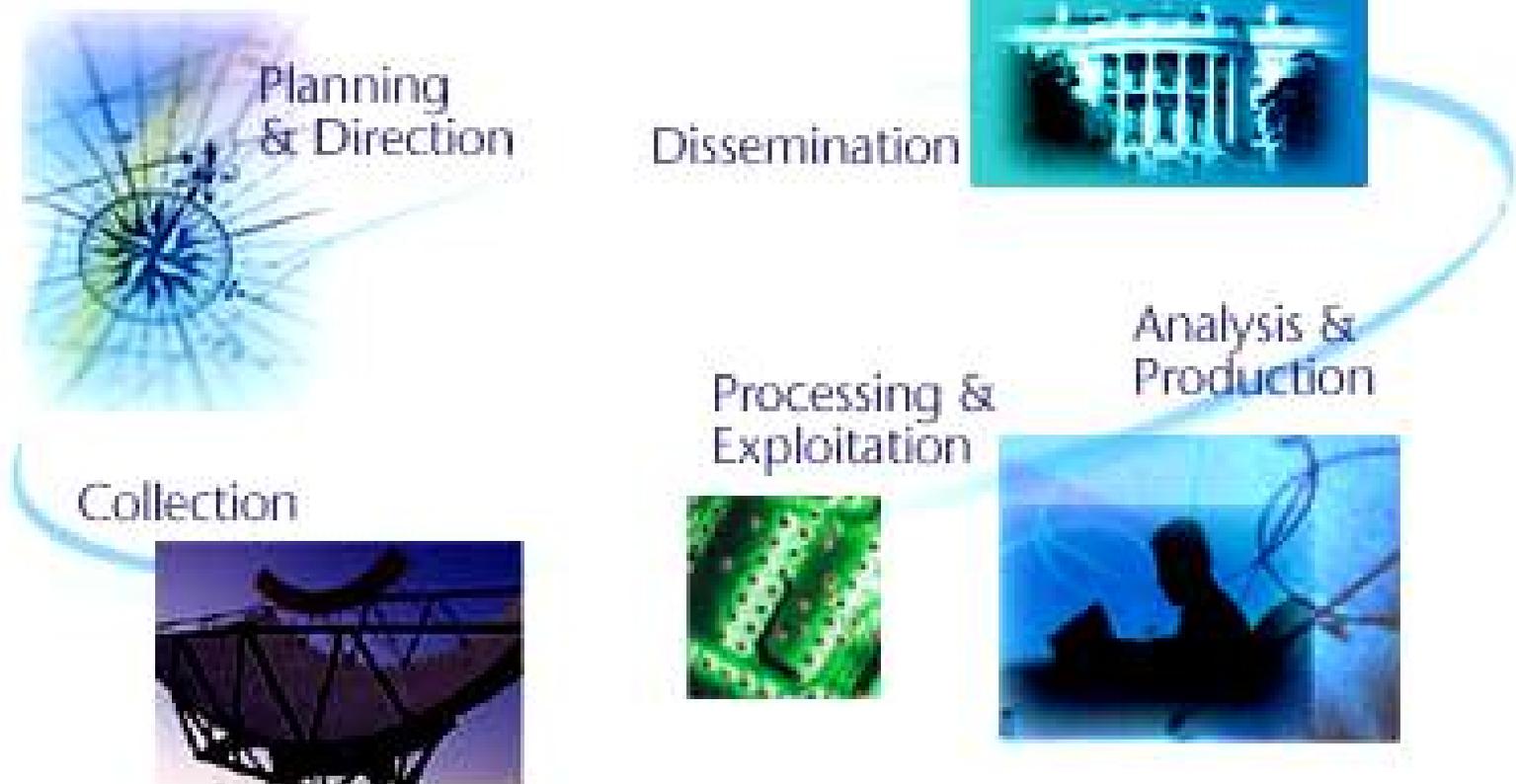
The outcome of the war is in our hands;
the outcome of words is in the council.

~ Homer ~

Organizational Disadvantage

- **Intelligence**

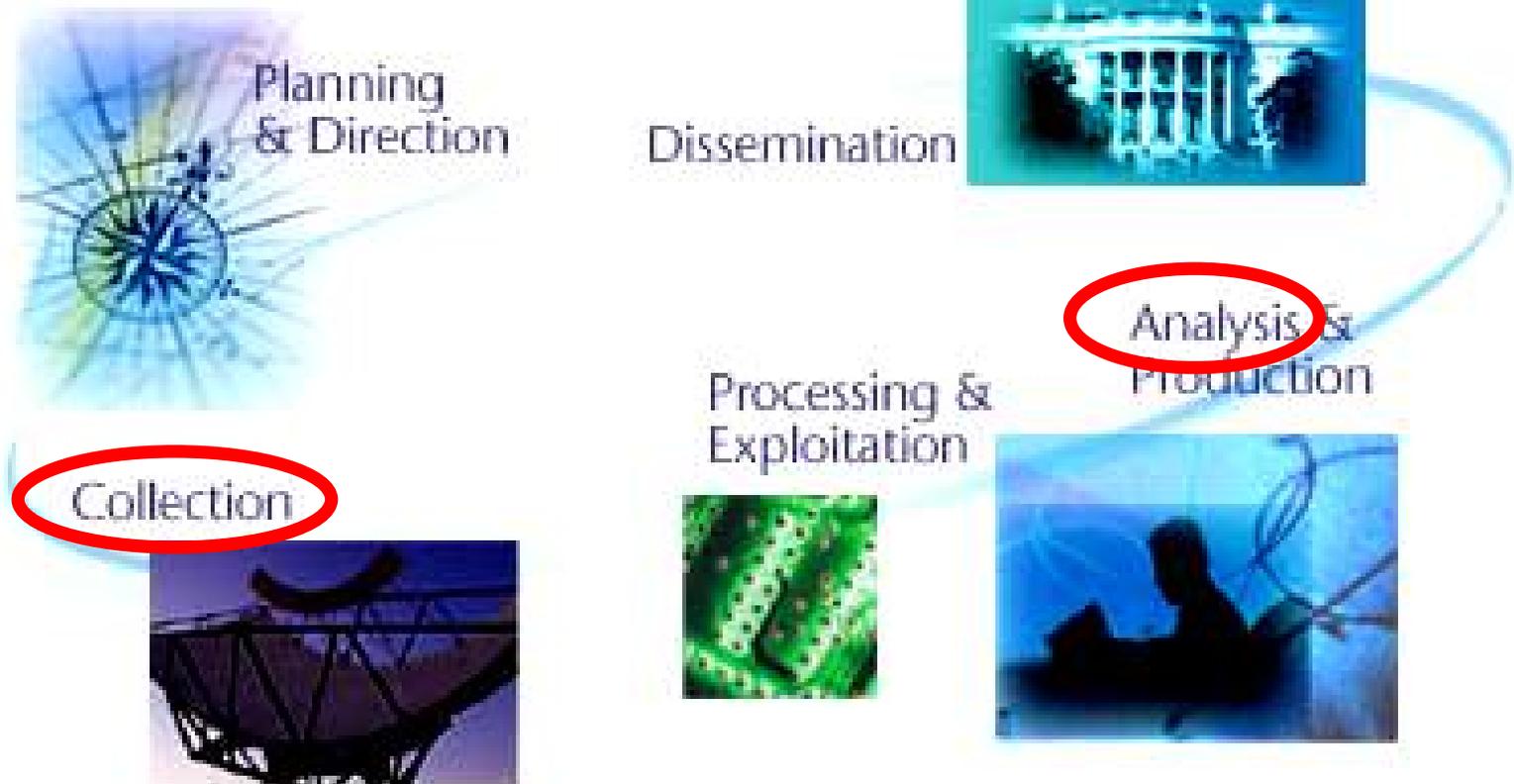
THE INTELLIGENCE CYCLE



Organizational Disadvantage

- **Intelligence**

THE INTELLIGENCE CYCLE



Organizational Disadvantage

- Intelligence
- **Convention**



Organizational Disadvantage

- Intelligence
- Convention
- **Linear Thinking**

The Obvious is no Longer Logical



Occam's Razor

One should always choose the simplest explanation of a phenomenon, the one that requires the fewest leaps of logic.

These are days when no one should
rely unduly on his competence.
Strength lies in *improvisation*. All the
decisive blows are struck left-handed.

~ Walter Benjamin ~



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