

Program Management Office



# Security and Working in Iraq

*“Constructing With Security”*

Captain Sam Dickson, USAF

# Main Topics

- Current Situation
- Providing Security
- The Real Challenge
- Questions/Resources



# Current Situation

## Threats

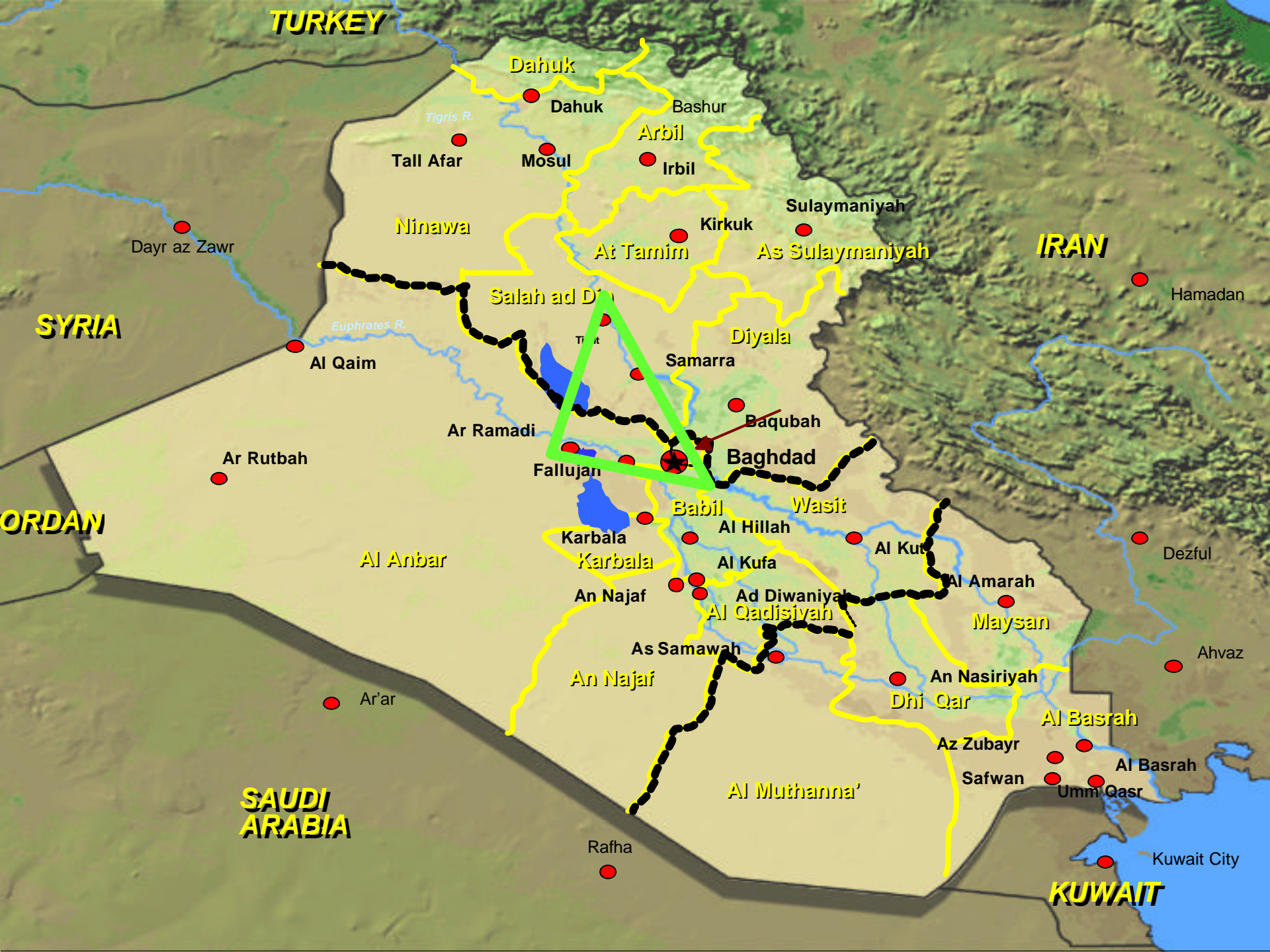
- Large group
- Small group
- During movement
- Stationary
  - Job site
  - Base camps
- Criminal



# Current Situation

## Where occurring





**TURKEY**

**SYRIA**

**JORDAN**

**SAUDI ARABIA**

**IRAN**

**KUWAIT**

Dahuk

Tall Afar

Mosul

Dahuk

Mosul

Arbil

Irbil

Bashur

Kirkuk

Sulaymaniyah

As Sulaymaniyah

Ninawa

At Tarnim

Salah ad Din

Diyala

Samarra

Al Qaim

Ar Ramadi

Baqubah

Baghdad

Fallujan

Babil

Wasit

Al Anbar

Karbala

Karbala

Al Hillah

Al Kufa

Al Kut

Dezful

An Najaf

Ad Diwaniyah

Al Qadisijah

Maysan

Ahvaz

As Samawah

An Najaf

An Nasiriyah

Dhi Qar

Al Basrah

Ar'ar

Al Muthanna'

Az Zubayr

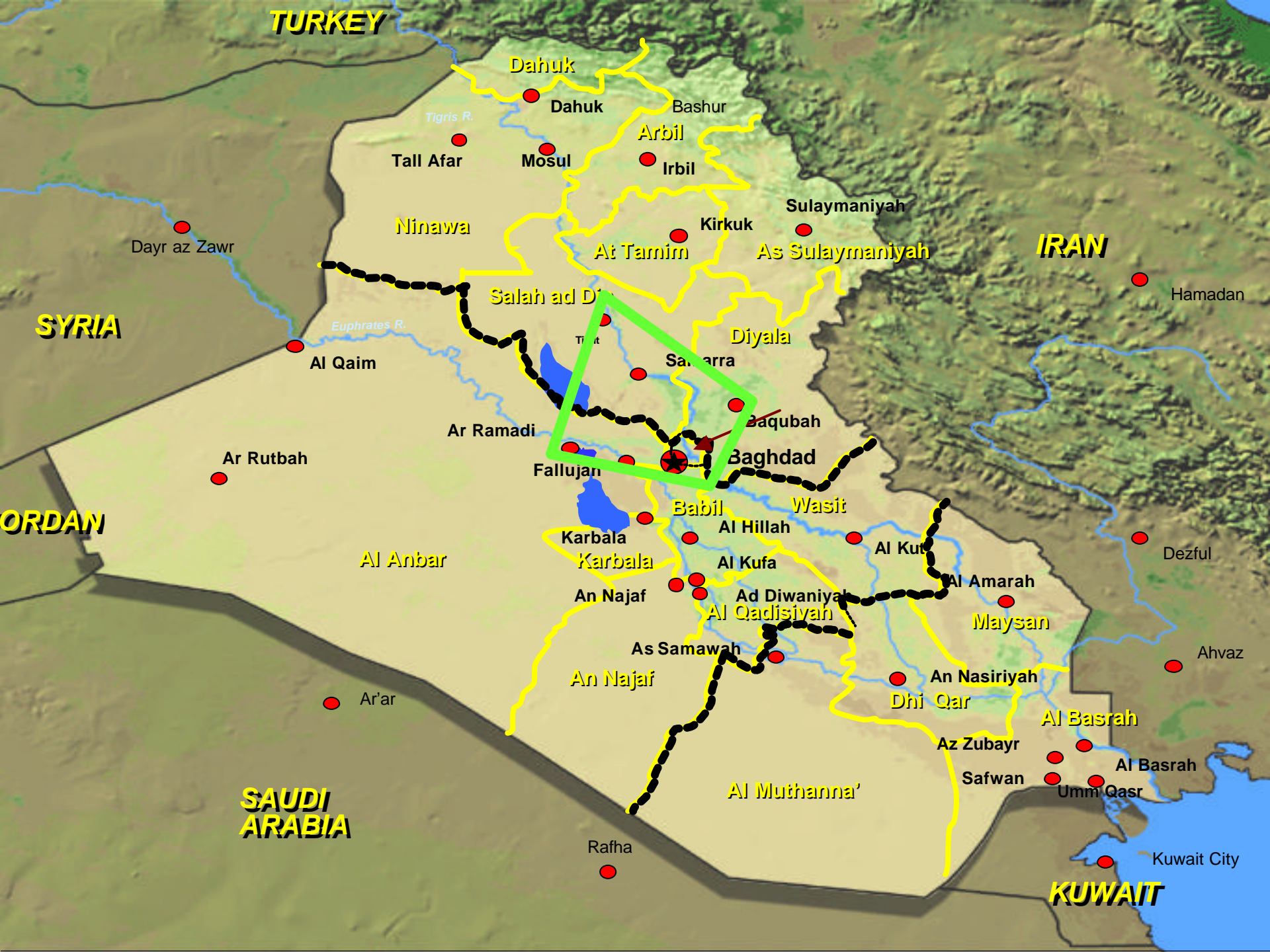
Safwan

Umm Qasr

Al Basrah

Rafha

Kuwait City



**TURKEY**

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Dahuk

Tall Afar

Tigris R.

Dahuk

Bashur

Arbil

Irbil

Sulaymaniyah

Ninawa

At Tarnim

As Sulaymaniyah

Dayr az Zawr

Euphrates R.

Salah ad Din

Diyala

Al Qaim

Samarra

Bagdadiyah

Ar Ramadi

Baqubah

Baghdad

Fallujan

Babil

Wasit

Ar Rutbah

Karbala

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Dhi Qar

Ar'ar

Al Muthanna'

Az Zubayr

Al Basrah

Safwan

Al Basrah

Umm Qasr

Rafha

Kuwait City

# Current Situation

## Civilian contractors

- Involved < 2% of attacks
- Largely due to being in close proximity to coalition personnel/equipment
- No verified targeted attacks against a specific contractor



# Current Situation

Bottom Line:

**Iraq is a dangerous place.**





# Providing Security

CJTF-7

Coalition Military Forces



# Providing Security



# Providing Security



# Providing Security

- Change your business paradigm
  - Learn to balance sizable security function with competing goals of efficiency, speed, etc.



# Providing Security

- Change your business paradigm
  - Learn to balance sizable security function with competing goals of efficiency, speed, etc.
- Strategize as if entering a totally unknown product market
  - Research & evaluate conditions & anticipated threats
  - Plan accordingly



# Providing Security

## Initial Steps

- Retain a dedicated security manager
  - Focus
  - Authority
  - Controlling Agent
  - Experienced
  - Security Clearance



# Providing Security

## Initial Steps

- Research area where you will be operating
  - Military
  - Iraqi Agencies
  - Threats
    - Movement & Stationary
  - Cultural Sensitivities
  - Housing
  - Indigenous support



# Providing Security

Make Decisions

- Housing (local economy vs. build your own)





# Providing Security

## Make Decisions

- Housing (local economy vs. build your own)
- Vehicles
  - Armored vs. soft & the “SUV” dilemma



# Providing Security



Toyota Land Cruiser  
(Armored)



Range Rover  
(Armored)

# Providing Security



M-1A2 Main Battle Tank  
(Armored)

# Providing Security



Mercedes sedan  
(Armored)



GMC Suburban  
(Unarmored)

# Providing Security

## Make Decisions

- Housing (local economy vs. build your own)
- Vehicles
  - Armored vs. soft & the “SUV” dilemma
- **Size of security personnel contingent (if any)**
  - **Weapons requirements**
  - **Security sources**



# Providing Security

## Make Decisions

- Housing (local economy vs. build your own)
- Vehicles
  - Armored vs. soft & the “SUV” dilemma
- Size of security personnel contingent (if any)
  - Weapons requirements
  - Security sources
- Outsourcing contracted work



# Providing Security

## Make Decisions

- Housing (local economy vs. build your own)
- Vehicles
  - Armored vs. soft & the “SUV” dilemma
- Size of security personnel contingent (if any)
  - Weapons requirements
  - Security sources
- Outsourcing contracted work
- **Communications**



# Providing Security

Prepare your people





# Providing Security

Prepare your people

- Provide honest appraisal of situation
  - Policy on exiting should be clear as well



# Providing Security

Prepare your people

- Provide honest appraisal of situation
  - Policy on exiting should be clear as well
- **Personal Protective Equipment**
  - **Ballistic vest, helmet, eye protection**



# Providing Security

Prepare your people

- Provide honest appraisal of situation
  - Policy on exiting should be clear as well
- Personal Protective Equipment
  - Ballistic vest, helmet, eye protection
- Immunizations
  - Anthrax, Smallpox & Malaria meds



# Providing Security

Prepare your people

- Provide honest appraisal of situation
  - Policy on exiting should be clear as well
- Personal Protective Equipment
  - Ballistic vest, helmet, eye protection
- Immunizations
  - Anthrax, Smallpox & Malaria meds
- Consider advanced tactical driver training



# Providing Security

## Implementation

- Security Organization
- Base camp security
- Worksite security
- Convoy/Vehicle Movement procedures



# Providing Security

## Implementation

- **Security Organization**
  - Part of first elements deployed
  - Usage of security sub contractor
  - Identify your organization to local Coalition units
  - Get “plugged in” to local formal/informal networks



# Providing Security

## Implementation

- Security Organization
- Base camp security
  - Establish perimeter control
    - Infiltrators and blast/impact weapons
      - Examples: Hesco barriers, “T” walls, wire fencing





**HESCO barrier**





## T-Wall Emplacements

# Providing Security

## Implementation

- Security Organization
- Base camp security
  - Establish perimeter control
    - Infiltrators and blast/impact weapons
      - Examples: Hesco barriers, “T” walls, wire fencing
    - Access procedures



# Providing Security

## Implementation

- Security Organization
- Base camp security
  - Establish perimeter control
    - Infiltrators and blast/impact weapons
      - Examples: Hesco barriers, “T” walls, wire fencing
    - Access procedures
  - Establish vehicular control
    - Protection against VBIED
    - Access & Inspection procedures





Embedded Spike Strip



Traffic Jacks Large/Small



# Providing Security

## Implementation

- Security Organization
- Base camp security
- **Worksite security**
  - Coordinate with appropriate Iraqi Security element
    - PMO will assist
    - Use of “non-traditional” security arrangements



# Providing Security

## Implementation

- Security Organization
- Base camp security
- Worksite security
  - Coordinate with appropriate Iraqi Security element
    - PMO will assist
    - Use of “non-traditional” security arrangements
  - Plan for less than 24/7 coverage
    - Equipment & supplies
    - Sabotage



# Providing Security

## Implementation

- Security Organization
- Base camp security
- Worksite security
- **Convoy/Vehicle Movement procedures**
  - Use of military vs. on your own



# Providing Security

## Implementation

- Security Organization
- Base camp security
- Worksite security
- Convoy/Vehicle Movement procedures
  - Use of military vs. on your own
  - Establish firm, inviolable rules that all understand
    - e.g. min 2 vehicles, never after dark, etc.





# Providing Security

## Implementation

- Security Organization
- Base camp security
- Worksite security
- Convoy/Vehicle Movement procedures
  - Use of military vs. on your own
  - Establish firm, inviolable rules that all understand
    - e.g. min 2 vehicles, never after dark, etc.
  - **Ultimate 'Defensive Driver' environment**



# Providing Security

Bottom Line:

**Make yourself less vulnerable  
than other targets.**



# The Real Challenge

- Creating and Fostering an Environment of the “Security First” Mindset



# The Real Challenge

- Creating and Fostering an Environment of the “Security First” Mindset
  - Operating in a War Zone
    - Pay attention to surroundings



# The Real Challenge

- Creating and Fostering an Environment of the “Security First” Mindset
  - Operating in a War Zone
    - Pay attention to surroundings
  - **OPSEC & COMSEC**



# The Real Challenge

Achieving the proper balance

- Security vs. speed
- Security vs. cost containment
- Security vs. mobility
- Security vs. trust
- Security vs. everything else



# The Real Challenge

## The Future is Bright

- Iraqi Security Agencies
- Current & Future efforts – combined effect
- You and your company can have a very direct impact



# The Real Challenge

*Take calculated risks. That is quite different from being rash.*

– Gen. George Patton





# Resources in Iraq

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