



SHIELD FORCE INTERNATIONAL
"NO VICTIMS HERE"

TELEPHONE # 417-233-1338

EMAIL: INFO@SHIELDFORCE.ORG

Dear Course Participant,

I would like to personally thank you for trusting us with your valuable time and fiscal resources in order to present information that we feel is very valuable to anyone looking to serve others in a protection capacity. We trust you will find the information presented to be very useful no matter what your background is.

There are many different methods and ideologies out there concerning Executive Protection/Close Protection. The method we teach combines multiple different strategies and concepts that we believe is simple to learn but a highly effective discipline. We teach the practical, realistic concepts that are most commonly utilized on low to mid-level threat assignments inside the US with civilian population.

"The body can't go where the mind hasn't been" - While offering some practical exercises, this course heavily focuses on the knowledge and mental preparedness aspects. I strongly recommend you find the opportunities to go through the practical physical components as often as you can.

To be successful each student should become addicted to constant never-ending self-improvement!

Matt Coombes
President, Shield Force International

PURPOSE

The successful protection detail favors the use of proactive measures to _____ the confrontation, while maintaining a reactive capability in the form of good plans, procedures and training to aid in escaping the confrontation.

You must take a proactive approach to protection details.

“A proactive person will react appropriately”

MISSION

Prevent injury, embarrassment, kidnapping, and safe guard the principals schedule.

AND

_____ whenever possible to make life easier for the client!!!!

EXECUTIVE PROTECTION DEFINED

Executive Protection, also known as Close Protection, refers to security and risk mitigation measures taken to ensure the safety of VIPs or other individuals who may be exposed to elevated personal risk because of their employment, high-profile status, net worth, affiliations or geographical location.

HISTORY

The History Executive Protection spans over two thousand years and has assisted in influencing many cultures throughout the world. Many of the most well-known executive protection specialists include the Samurais of Japan, the Medieval Knights all over Europe, and the Vatican's Swiss Guard. The earliest protection organizations were most often military divisions assigned to protect one individual.

Full-time commitment for presidential protection was acquired by the secret service in 1902. In a more contemporary form, Executive Protection no longer relies on resources and powers of law enforcement and the federal government. The separation is attributed to innovative techniques of mid-20th-century corporations developing security departments. Within these security departments protection for top company executives were provided.

Executive Protection exploded in the early 1990's as crime and violence grew within the workplace and high-profile executive kidnappings led to having ransoms attached and death (in some cases). The mainstream media played a major role in making these types of scenarios highly publicized and stimulated the swift growth of the protection field. Corporations quickly recognized the value of personal protection for top executives and began taking advantage of the safety protection specialists provided.

Following the September 11th attacks, interest flourished and the need for executive protection expanded even further. Now executive protection was inclusive of not only high-profile government officials but also persons who served in international diplomats globally.

PERCEPTION VS. REALITY

One of the biggest misconceptions in working Executive Protection is that it's full of excitement, action, adrenalin and looking like Special Forces.

The reality however is most of the time it can become boring with no excitement. The agent must maintain sharp focus 100% of the time to never allow his guard to drop and miss a threat. Some find this very difficult to maintain, especially over longer assignments.

Another reality is a good protection agent on most assignments will never even be noticed. You're not introduced to other people, you serve in the background discreetly. Sometimes you get to be apart of an extravagant lifestyle and experience elegant places but when you're off the clock it's back to normal.

TYPES OF ASSIGNMENTS

- **Political**-This will be rare occasions unless you work within a branch of the government. However, private businesses often times will request additional security during political events/visits to protect their stores and assets from riots.
- **Celebrity** – This is probably the largest industry for EP professionals. Everything from TV stars to the music Industry.
- **Wealth**- Unfortunately in today's world many no longer feel safe in public environments, especially large crowds. Those that can afford it and not feel it are beginning to request close protection more frequently.
- **Business**- Large Corporations have long found value in protecting top executives within the company. This includes daily tasks and or travels domestically and internationally.
- **Residential**- A very common request locally when someone receives what they believe is a credible threat against them or a family member. This is typically temporary but can be long term assignments. Police often don't have the resources and man power.
- **Parties**- Occasionally organizations and groups will host private parties and request a security element.
- **Religious**- As threats toward churches continue to increase in frequency so will the need for protection detail on the Pastor.

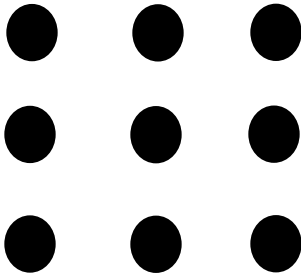
WHAT MAKES A GOOD AGENT

Five things to consider:

1. Civilian world vs 3rd world/overseas (Both can be valuable in different situations)
2. _____ (how are you perceived)
3. _____ (handles chaos calmly, deflect personal insults, anticipate how their actions will affect client's needs and reputation)
4. Initiative & Creativity (take problem solving & Negotiating seminars)
5. _____ (achieve results in a planned, efficient manner)

NO DRAMA!!!!

WE FIGHT WITH OUR MIND



REQUIRED SKILLS

- **Driving-** Evasive & Defensive Techniques. High Speed maneuvers, braking techniques & skid control
- **Medical-** Tactical Trauma Care skills are vitally important to keep yourself and others alive. You will potentially be working in very dangerous atmospheres.
- **Languages-** Depending on the locations of your assignment being fluent or even some knowledge in different languages can be valuable to a client and assist in survival.
- **Technology-** Today's world revolves around technology. The protection industry is utilizing technology such as GPS and Surveillance equipment routinely.
- **Shooting-** Must be thoroughly competent on multiple platforms. Heavy emphasis on accuracy and gunfighting techniques.
- **Fighting-** Must be able to adequately defend yourself, and control/restrain subjects.
- _____ - Environments are always changing, you must adapt!

PERSONAL APPEARANCE

Dress Code

- Conservative dress
- Dark colors
- Bright colors are distracting and draw attention
- Well-tailored jacket
- Tailored to allow concealment of weapon and easy access
- Comfortable shoes with rubber soles
- Avoid wearing clothing that gives away military, police, and firearms.

DEAMEANOR

- Do not smoke in front of client of public view
- Do not chew tobacco
- Do not engage the principal in conversation unless initiated by the principal (does not apply to the Shift Leader)
- Maintain a uniform attitude of professionalism
- Keep handcuffs and weapons discreetly secured
- Refer any problems to the _____
- Stay alert and ready for any problems
- Remember your primary objective is to protect the principal. Do nothing to compromise the security of the principal, yet utilize tact, discretion and common sense

PASSIVE VS. OVERT OPERATIONS

High Profile Mobile Protection Operations

- Overt Mobile protection operations with uniformed officers and marked vehicles provide a high visibility presence intended to deter attack

Low Profile Mobile Protection Operations

- Covert Mobile Protection Operations, by maintaining secrecy before the event and drawing the least attention to a movement in transit, minimize risk to the Protectee (covert approach with unannounced movements and discreet points of arrival and departure)

Overt

- Having a uniformed team is usually best if a deterrence only, is what is desired.
- Uniformed presence may send the wrong message or image.
- Can cause a distraction to client's guests
- May result in _____ Police Involvement

Passive (Discreet)

- A passive non-uniformed approach is usually the best for most situations.
- A passive approach does not send the wrong message to those who may be wondering why it is necessary to have uniformed security. Less interruptions
- Additionally, a passive approach allows you to observe for suspicious activity or behavior pre-cursors to future negative behavior (Out of sight out of mind)

TERMINOLOGY

- **Advance Survey-** General terms applied to all security activities, plans and arrangements made prior to and in connection with the visit of the principal to a given area
- **Route Survey-** The selection of primary and alternate routes of travel for the principal, and the measures taken to make the route secure for travel
- **Site Survey-** The investigation and resultant plans of security for a given location. Generally involves all the security measures taken at a place to be visited by the principal. Examples would be a hotel, mall, speech sites, etc.
- **Secure Area-** Any area/location that has been surveyed, cleared of unauthorized persons, is technically secure and is continuously secure by establishing post assignments prior to use
- **Security Room-** The immediate control center for a specific detail or location, such as in a hotel room, principal's residence, etc. To be used by Officers not on post but involved in the protection detail.
- **Security Post-** An area of responsibility established to form a part of the security network. This may be fixed or mobile and there are generally three types; Surveillance, Check point and Special Assignment.
- **Holding Room-** Secure room at the visit site, usually a private room set aside for the principal's privacy and convenience. Also used to hold the principal in the event of a problem and exiting is not an immediate option.
- **Motorcade/Convoy-** A formally organized group of vehicles traveling along a specific route in a controlled formation

- **Pilot/Advance Car-** A marked cruiser which precedes the motorcade by approximately ¼ mile scanning the route for dangers, obstructions and problem areas
- **Lead Car-**The vehicle immediately preceding the motorcade occupied by the team leader, advance man and local officers.
- **Principals Car-** The vehicle designated to carry the principal
- **Follow Up Car-** Protective services vehicle always immediately following the principal.
- **PI/Assault Car-** Vehicle carrying protective intelligence teams. The teams are responsible for responding to and resolving any issues or activities along the route which may involve possible threats or disruptions.
- **Detail Leader-** Senior protective detail person in overall charge of the protective services function.
- **Shift Leader-** Protective Detail Officer in charge of personnel on a given shift
- **Site Leader-** Detail Officer in charge of a particular location. Is responsible for setting up all security posts, conducting roll call and maintaining overall control of the site prior to the principal's arrival
- **Intel-** Detail officers in area watching area reporting any suspicious persons or activity

THREAT ASSESSMENT

The proper approach to executive protection has been, and always will be, _____ steps taken to reduce the likelihood of attack.

Executive Protection providers operate most effectively when they understand the risks facing their clients, prepare to reduce or avoid those risks, and have the ability to react properly while maintaining a comfort level suitable to the protectee.

Four principals guide the successful operation of any proactive security mission:

1.Threat analysis- The perceived threat on the protectee will determine the type of protective detail and countermeasures used.

- Political Candidate/Dignitary/Celebrity/Wealth status
- What does he or she represent
- Issues and stands
- Prior actions against the individual
- Current threat data

If an individual is identified:

- What are the _____
- What is the persons background and capabilities
- What is the most likely location for attack (public example)
- By what means, explosives, fire, stabbing, gunshot, ramming vehicle etc.

“Know thy enemy”- Sun Tzu

2.Planning- Security today has little to do with size and strength. Rather,
_____ is the best weapon!

- Proper planning often represents the critical difference between a security service that is able to perform and one that is not.

- Route Selection
- Site Security
- Communications
- Intelligence
- Traffic
- Hospital Surveys
- Luggage Security
- Close Proximity Personnel
- Fixed Posts
- Motorcades
- Command Post
- Aerial Support
- Counter snipers

- After considering the myriad of risks faced, you must first plan to avoid them and second how to react if you cannot.
- In other words, what could possibly go wrong, and how can we deal with it if it does?

Pre-advance

- Meet with the client to collect information regarding nature of assignment
- dates & times
- Locations
- key personnel involved
- special requirements
- medical requirements
- preferred transportation & lodging
- Known threats.

Trip advance

- Contact all personnel involved to ensure logistics are present and everyone knows what's _____ of them.
- Gives you a chance to hammer out fine points of the operation, actively consider contingency preparations, and focus on how the operation will be perceived from the client's point of view

Site advance

- Physically walk through each stage of the planned itinerary as both a final check and advance security sweep. (Look for things that may go wrong)

Site Surveys

- Purpose is to identify undesirable elements and physical hazards
- Contact person in charge of site
- Evaluate where the event is to occur
- Consider time principal will be exposed
- Examine factors difficult to control
 - Crowd
 - Press
- Items outside secure areas
 - Other buildings
 - Onlookers
- Check all travel times and verify
 - Drive primary and alternate routes
- Check and evaluate all emergency data
 - Phone numbers
 - Communication equipment
 - Does it work inside the area
- Emergency Escape Route
- Determine location of Holding room
- Establish security posts

Transportation

Transporting the protectee is the most difficult and _____ aspect of any assignment, and potential problems can only be minimized by thoughtful preparation!

- Must consider multiple routes
- Traffic rules and conditions
- Parking options
- Scheduling options

3.Logistics- Logistical sophistication represents the critical difference between a security service that will survive and one that will not.

- The ability to get what you need, where you need it, when you need it in the most _____ manner.
- Getting everything in the right place at the right time cost-effectively!!
- The goal of logistics is to maximize the efficient use of personnel, vehicles, and equipment.
- Cut the fat but cut the right fat.... The client's safety is the foremost thought, client's happiness should be a close second.

4.Emergency response- In an attack situation, agents have seconds, or fractions of seconds, to react and they must be able to respond without thinking.

- To a proactive agent, "cover and evacuate" must come as naturally as breathing!
- "Proactive agents react properly"

ROUTE SURVEYS

- Have a primary and _____ route of travel
- Each route should be mapped out with check points
- Check points should be no farther than 1/4 of a mile apart
- Each turn should be designated as a checkpoint and preceded with left or right
- Detail leader should call off check points to Command post and Advance personnel as they approach site
- Survey should note any possible problem areas
- Overpass
- Construction areas
- Possible choke points with motorcade
- Use maps if possible and make sure the directions are clear and easy to follow

Mapping- Utilize downloaded maps in case cell signal is lost. Especially important for disaster areas and overseas operations (maps.me)

GPS TRACKERS

- Personal GPS for client with SOS button
- Vehicle GPS for vehicles
- Personal GPS for valuable items
- Ability to set GEO Fence & Alerts

BREIFING THE CLIENT

A good agent will always conduct a thorough briefing with their client BEFORE the event. Confirm any changes made or that need to be made to accommodate their desires.

Set the expectations of what each person's role and conduct should be. If known risks have been identified, share with the client what contingency strategies are should the threat arise. Client should receive the basic information but not bombarded. That's why they are paying you Afterall.

Make sure each detail member understands fully how to answer any questions surrounding their role/employment title from bystanders. Some clients have specific requests and titles they prefer used.

_____ vs _____ **Concept**

CLOSE PROTECTION OPERATIONS

The operational phase may be further separated into three phases:

- _____ **Protection Phase-** Where the protectee receives close protection on foot, i.e. collection at the airport, upon movement towards the accompanying convoy and walking to subsequent venues;
 - Do not let the principal enter doorway first.
 - Keep principal in center of hallways
- _____ **Protection Phase-** where the Protectee travels by vehicle in a convoy
- _____ **Protection Phase-** Where the Protectee is either at a venue, residence or temporary places of accommodation.

CLOSE PROTECTION OPERATIONS CONTINUED...

During an assault

- Push the principal to the _____
- Cover the principal
- Push the principal into the _____
- Evacuate the principal to the vehicle or safe room within the building or leave the building
- I.D the problem and take action if within arms reach
- Block items being thrown
- Protect the principal

Assault Situations

There are four primary considerations during an assault

1. Arms Reach situations

- Take action

2. Sound off Situations

- First man who sees problem sounds off
- Id problem and use simple terms, ex. Gun, knife

3. Cover considerations

- Have principal squat
- Close in and cover principal

4. Evacuation considerations

- Move to vehicle
- Move to holding room
- Move to safe location away from problem

FOOT FORMATIONS

- _____ - Good all-round defense and good visual impact but leads to gaps between officers.
- _____ - Will filter crowds around the Protectee but can appear very aggressive.
- _____ - will filter crowds around the Protectee but widens the individual arcs of responsibility for officers.
- _____ - Mid Level threats
- _____ - Low to mid threats when visual presence is less desired or budgeting concerns
- _____ - least effective mostly reactive in nature but the most common in civilian service

DRIVING SKILLS

To be truly effective as a well-rounded agent you are encouraged to complete a Protective/Evasive Driving Course to build the physical skills and reactions necessary to operate a vehicle under stressful conditions.

- Always leave a reactionary gap between you and the vehicle in front of you to eliminate being “boxed in” or trapped.
- Drive in the left-hand lane as much as possible to maximize escape routes (U Turns) in case of ambush or road blockage.
- Always back into parking spaces to achieve a faster departure in emergency extraction situations.
- Threshold braking is a concept of applying maximum braking power without locking up the tires causing a slide. This helps maintain full control of your vehicle in high speed evasive techniques.
- Always evaluate land conditions when deciding where to have your client exit. Smooth, dry ground is always the best.

VEHICLES

Before undertaking any operations, you must thoroughly and completely inspect your vehicle or the client's vehicle instructed to be used.

Check list:

1. Fluid levels
2. Tire pressure
3. Jumper cables/jump pack
4. Clean outside & inside
5. Emergency gear and equipment
6. GPS functioning
7. Radio communications functioning

RESTAURANTS

Depending on the client's desire and threat level there's many options and strategies.

- Standing post at the table
- Reserve table adjoining / next to
- Distant shadow concept
- Check bathrooms
- Have visual of rear entry through kitchen as well as front entry
Avoid large exterior windows unless clients request it
- Avoid _____ as you can be trapped within
 - Difficult to draw weapon
- Get the "Gun Fighter Seat" facing the entrance

RESIDENTIAL

Depending on the client's desire, and threat level there's many strategies and approaches to providing residential protection.

Majority of times agents are assigned to the exterior only.

- ____ corners visual
- Utilize wireless security cameras when appropriate
- Conduct perimeter checks every 10 minutes or as desired by client
- Client should have a panic button or immediate means of communication with agents.
- Agents should be provided keys to quickly enter in case of emergency
- Dress appropriate for weather conditions
- In the dark keep lights off inside vehicle to avoid illumination
- Contact Law Enforcement and make them aware to avoid concerned 911 calls.

SPORTING EVENTS

- Complex and higher risk due to crowds of people moving about.
- Usually an _____ approach is best
- Legal concerns for firearms
- Attempt to find a safe room/area to extract in case of an active shooter
- Locate emergency exits near your section and label each. Communicate to agents.

You're there to work not spectate!!!

CHURCHES

Protecting a Pastor brings on a new set of challenges:

- _____ conscience. Needs to maintain a welcoming and approachable position.
- Typically, doesn't understand security risks
- Must not jeopardize the core mission of the church
- Frequent face to face encounters with guests
- Generally, the passive shadow approach will be desired
- Emphasis must be placed heavily on situational awareness and pre-cursor warning signs.
- Must become proficient at reading body language and posture
- Establish hand gestures/code signs with the client
- Must have thorough understanding of the layout of the campus.
- Family protection assignments
- Loud Noise environment during worship, must have ear piece radio
- Discuss private property laws and expressed authority
- Ensure you are on the same page with the client on handling non-lethal incidents
- Control Sniper nests (Balcony)

HOTELS

- If traveling together always book adjoining rooms. (Tape trick)
 - Always obtain _____
- If possible always book ground level
- Sweep room prior to client entering
- Post someone outside the door on rotations
- Post someone in the lobby
- Know the emergency exits and label each to communicate to team.
- Screen room service and delivery orders
- Someone must always remain inside the room while not occupied
- Utilize wireless camera

DE-ESCALATION

Tactical Language Definition:

Words shaped to achieve the goal you're trying to get.

- Utilizing Maximum effectiveness, maximum efficiency, minimum effort (ME Principal)
- Tactical Language is a performing Language (Chameleon)

Strive for a _____ solution

- You can give the citizen the last word, because you have the last action: let him talk all he wants; you have the power and authority to action, if necessary. If you take away both his last word and have the last act, you create violent scenarios and make enemies.

Thinking outside the box

- To be successful at Conflict Resolution and Verbal De-Escalation you need to be able to think outside the box quickly and steer the conversation where you want it to go.

Operational Elements of Success

- Time
- Trained communicator
- Deliberate strategy
- Understanding subject motivation

Influencing Behavioral Change Stairway

Restore psychological equilibrium and effect behavioral change by applying:

- Active Listening Skills, Empathy, Rapport, Influence, Behavioral Change
(this takes TIME!)

Never jeopardize your safety or anyone else's while attempting to de-escalate a situation. Maintain a personal safety reactionary gap. Always have an immediate reaction plan in case the situation erupts, including an escape route.

Active Listening Skills:

- Minimal encouragers
- Open-ended questions
- Reflecting/Mirroring/Echoing
- Emotion labeling
- Paraphrasing
- 'I' messaging
- Effective pauses
- Summarizing

De-Escalation 'Don'ts':

- Don't Problem Solve too early
- Avoid giving trite or simple solutions
- Don't lie
- Don't lecture
- Avoid using guilt

Phrases that damage rapport:

- "I need you to calm down."
- "I understand"
- "Why did you..."
- "You shouldn't..."
- "What I need from you is..."
- "What you should do is..."

Framing Questions

- "Can you tell me _____ so that _____?"
- "In order to _____ I need to know _____."
- You said you wanted _____. In order to work on that, can you tell me _____?

Encouraging phrases:

- "I'd like to hear more about that"
- "Help me understand your perspective"
- "Can you explain that to me?"
- "That sounds important to you"

Five Times When Words Fail:

1. Safety
2. Attack
3. Flight
4. _____

SELF DEFENSE & DEFENSE OF OTHERS

- Gunshots are always deadly force
- You cannot use deadly force unless you reasonably believe you or someone else are in imminent threat of death or great bodily harm
- “Reasonably believe”
 - Belief must be objective
 - Belief can be mistaken

“Imminent threat”

- Intent
- Weapon
- Delivery system
- Preclusion
 - No other reasonable alternative
 - Deadly force is a last resort

Target requirements must be met before shooting:

- **Target** _____ - You must have a target. Firing your gun indiscriminately is not acceptable—you must have a specific target.
- **Target** _____ - You must identify your intended target as the source of the threat. Just because you have acquired a target doesn't mean that it is the *correct* target.
- **Target** _____ - You must be able to shoot without recklessly endangering innocent bystanders.

You must stop shooting when the threat has ceased-

- If you continue the fight, you may be unable to argue self-defense if another lethal encounter ensues. You expose yourself to the possibility of civil or criminal liability.

REPORTING

The Situation Report (SITREP) is a form of status reporting that provides decision-makers and readers a quick understanding of the current situation. It provides a clear, concise understanding of the situation—focusing on meaning or context, in addition to the facts. It does not assume the reader can infer what is important or not, and what actions or decisions are needed. It calls out what is needed. Below are descriptions and guidance to complete the form. It can also be provided verbally in a 30 second to 5-minute duration.

What should be included:

1. The situation to date (what has happened)

- A brief summary of “startup details”- date, place, time, who
- Summary of overall situation to date
- Ensure old information is deleted

2. Actions to date (what has been done)

- Brief reporting of actions completed to date
- Table format may be used for repeat actions and/or progressive totals or if similar are given e.g. destructions statistics, number of properties visited

3. Actions to be completed (what will be done)

- Brief reporting of scheduled/planned actions – typically for the period covered by the SITREP
- As mentioned above, a table may be used for repeat actions
- Where the operation expects to be by the next SITREP

4. Issue(s)

- Present brief description of issue(s) that are known/reasonably expected to arise before the next SITREP is issued e.g. a shortage of a given resource, a significant OH&S issue
- Acknowledgment of significant achievements, failures etc. can be given here.

Also include: Escalation Actions/Decisions Requested

Full Contact Report

LIAR

L-Location

Grid Coordinates

Specific description of your location

I-Incident= what occurred

Attacked by

Number of attackers

Basic descriptions

A-Action

Returned Fire (Or not)

Any useful observations

Principal and Team health

R-Requests= what your team needs

PRE-CURSOR / BEHAVIORAL RECOGNITION

Pre-Cursor behavior can be divided into 3 categories

1. _____ 2. _____ 3. _____

Unusual Emotions

- Anger or Rage
- Crying
- Laughing /inappropriate times
- Nervousness or evasiveness
- Absence of emotion /cold
- Out of control

Unusual Behavior

- Remaining near vehicles for an extended period of time
- Running up to the doors
- Counter surveillance
- Talking to themselves
- Asking about clients or patrons
- Striking up needless or odd conversations
- Intoxicated
- Standing or facing the crowd at inappropriate times
- Keeping their hands in their pocket or jacket

Unusual Appearance

- Inappropriate clothing
- Antireligious symbols
- Military clothing
- Concealing garments
- No hygiene, dirty
- Backpacks or bulky clothing

IMPORTANT: One or two of these indicators on their own is _____ automatically suspicious. However, when several are combined at once they shouldn't be ignored.

Thank you for your commitment, sacrifice, and willingness to serve and protect those around you. We hope that you will take the “No Victims Here” challenge by becoming addicted to constant, never ending self-improvement through training. Keep your edge sharp, don’t allow yourself to become complacent and slip into stages of denial: “If it’s to be it’s up to me, fail to prepare then prepare to fail”.

Matt Coombes

President, Shield Force International

For I am wholly unworthy of His Grace, without it I am selfish, a liar and deceiver, prone to destruction. But in His grace I am more than I ever could be alone, generous, caring, a defender of those defenseless, a helper of those in need, an encourager of those struck down. MAY THE DAYS I ACCOMPLISH SOMETHING OF ETERNAL WORTH FAR OUT WEIGH THE DAYS I FAIL HIM IN MY OWN SELFISHNESS OR WEARINESS. May I listen close as he guides my steps, that I not stray, and may I regain the path quickly when I do. May I serve his purpose more often than my own. And through it all, may I never forget that He balanced the scales eternally in my favor, by His Grace and Blood.