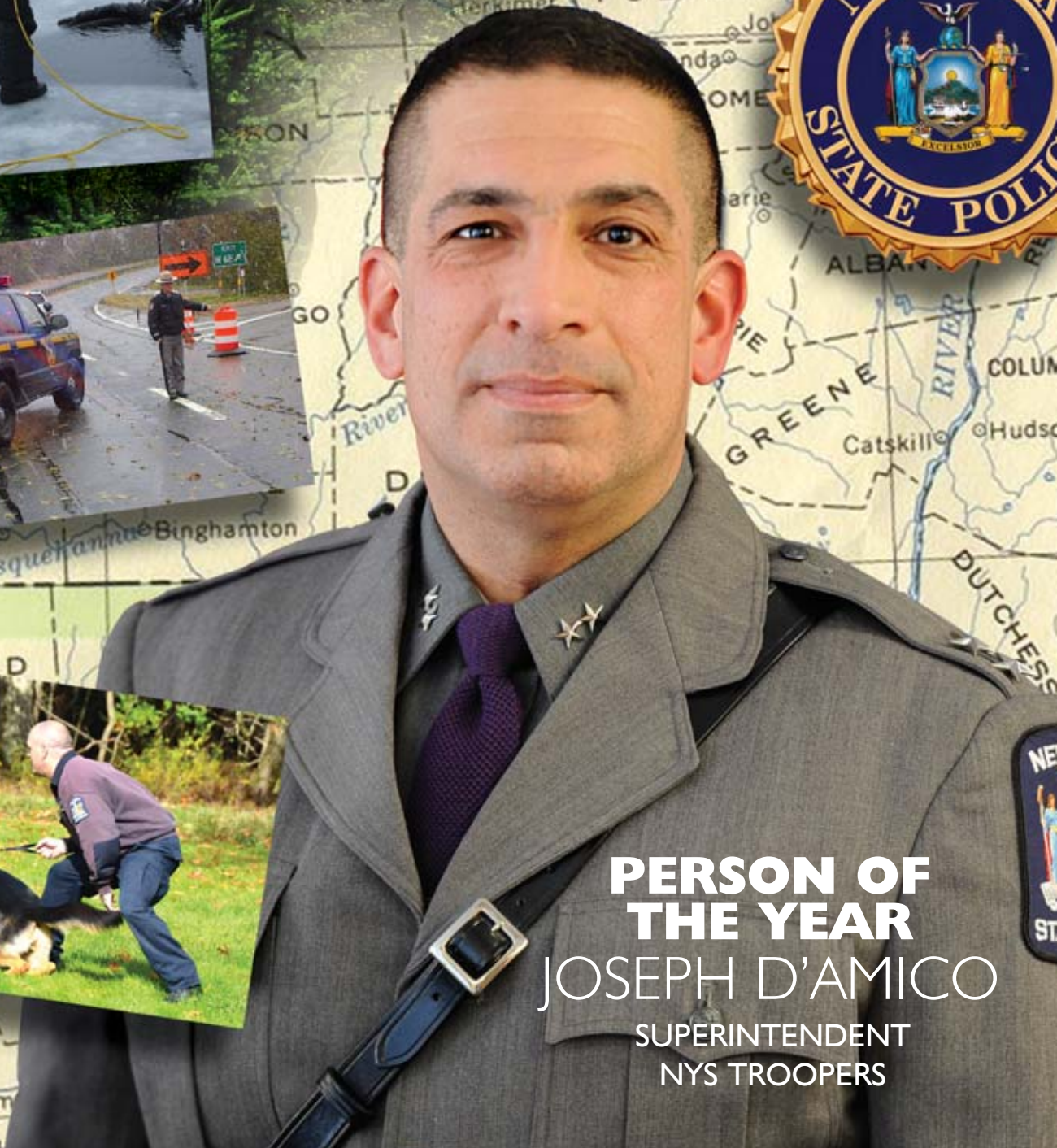


# SECURITY DIRECTOR

ASIS International/New York City Chapter

Spring 2014



**PERSON OF  
THE YEAR**  
**JOSEPH D'AMICO**  
SUPERINTENDENT  
NYS TROOPERS





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MY BRAND?



HOW DO I  
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HOW DO I  
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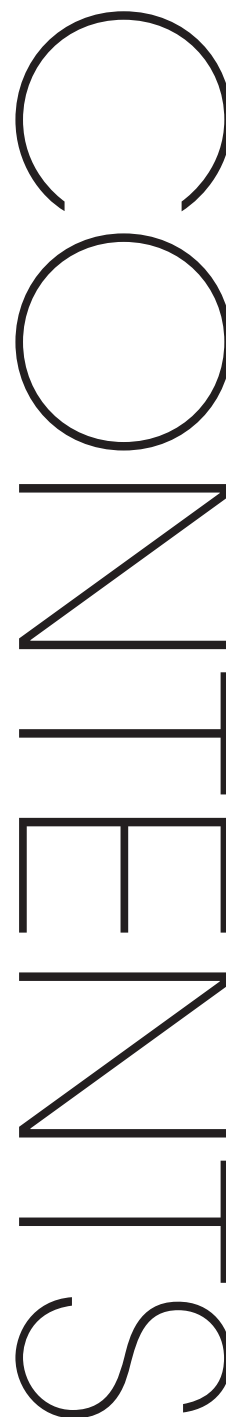
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212.328.0133  
George.Anderson@alliedbarton.com

#### **Chapter Vice Chairman**

Craig Schwab, CPP  
Deutsche Bank  
212-250-5719  
craig.schwab@db.com

#### **Treasurer**

Lynn Brown  
Secure Access & Digital Systems  
516-623-7500  
info@secureaccessds.com

#### **Secretary**

Don Francisco  
Advanced Electronic Solutions, Inc.  
374-386-2146  
dfrancisco@nyaes.com

### **Advisory Board**

Kevin O'Brien, CPP  
Deutsche Bank  
212-250-1699  
kevinobrien19@me.com

Lawrence F. Loesch, CPP  
lfloesch1@yahoo.com  
646-831-4868

Raymond L. Dean, CPP  
917-592-9091  
raymond.dn@gmail.com

Robert Ildefonso  
718-916-9872  
bobildefonso@msn.com

Patrick W. Kelly  
Global Corp. Security Services  
917-754-5953  
patrick.w.kelly@verizon.net

Donald J. McGuire, CPP  
914-329-1412  
mcghome1@comcast.net

John C. O'Reilly, CPP  
917-882-4548  
rdny1077@gmail.com

Charles L. Scholl, CPP  
Professional Security Guard Academy  
845-825-9905  
prosecguardacademy@yahoo.com

#### **Sergeant at Arms**

Kenneth McGuire  
Michael Stapleton Associates  
201-407-0154  
kmcguire@mikestapleton.com

#### **Luncheon Reservations**

Richard Lieberman  
WW Grainger  
917-921-6300  
rlieberman6@nyc.rr.com

### **Committee Chairs/Co-Chairs**

#### **CPP Continuing Education**

Michael Hymanson, CPP  
US Security Associates  
914-557-4277  
mhymanson@ussecurityassociates.com

#### **Law Enforcement Liaison**

Joseph McGrann  
NYPD  
646-610-4675  
joseph.mcgrann@nypd.org

Brian Gimlett  
NYSE Euronext  
212- 656-4924  
bgimlett@nyse.com

#### **Legislative Council Rep.**

Robert Tucker  
TM Protection  
212-422-0000  
rtucker@tmprotection.com

#### **Program Chairs/Committee**

Keith Mulcahy  
Michael Stapleton Associates  
212-509-1336 x 235  
keithmulcahy@mikestapleton.com

Kenneth McGuire  
Michael Stapleton Associates  
201-509-1336 x224  
kmcguire@mikestapleton.com

Steve Sacchetti  
AlliedBarton Security Services  
212-328-0209  
Stephen.Sacchetti@alliedbarton.com

Maria Cofell  
Barclays Capital  
212-526-3328  
maria-dicarlo.cofell@barclays.com

#### **Trade Show Chairman**

Raymond L. Dean, CPP  
917-592-9091  
raymond.dn@gmail.com

#### **Chapter Information Officer**

Rich Patti, CISSP  
Comtek Solutions  
856-424-1223  
rich@asisnyc.org

#### **Placement**

Erica D. Barr-Harrison, CPP  
Aims Testing, Inc.  
631-331-6001  
erica.harrison@gmail.com

#### **Membership**

Richard Lieberman  
WW Grainger  
917-921-6300  
rlieberman6@nyc.rr.com

### **Regional Leadership**

#### **Senior Vice President**

ASIS Region 5  
Robert "Bob" Johnson  
RIBI Security  
rjohnson@ribisecurity.com

#### **Vice President**

ASIS Region 5D  
Donald J. Nailor, PSP  
Siemens Industry, Inc.  
860-883-4776  
donald.nailor@siemens.com

#### **ASIS Region 5D**

ARVP  
Frank Catalano  
New York Institute of Technology  
631-348-3333  
fcatalan@nyit.edu

#### **Security Director Design**

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# From The Editor's Desk



## *Never a dull moment.*

It wasn't the first set of words that came to mind when I was looking for a unifying theme for this

issue of Security Director ... but 'Never a Dull Moment' applies so completely to our work and continuing challenges that it was hard to resist!

Whether it is weather conditions that swoop down from the Arctic and hobble transportation and create minor emergencies at our facilities or international issues that affect whether our executives are wise to travel into chaos... there really are no dull moments for security practitioners.

Unlike those old visions of security directors tucked behind elevator shafts in the basement, I generally find the security executives now have offices right in the thick of whatever is going on in their corporations. We are not everyone's friend but everyone knows our phone number!

As I've been traveling cross-country and north-to-south more frequently, the increase in complexity that we deal with is striking. Downtime has disappeared. I watch executives on planes who work through the trip on their laptops as if they were sitting at their desks. Email knows no limitation in the stratosphere!

I "spied" on the material one fellow produced about bringing a new training program to fruition. He was going to test his officers on the spot to measure the effectiveness of the new techniques (or find out how badly the program failed...).

So, now you are here with us for the annual "live" program. What you will find during the two days of our Security Conference and Trade Show for 2014 is that each session we've put together gives you distilled information you can take and use to help you in your work. When I structured the "In Case of An Emergency" theme for the Friday 9AM session, it was to give you vignettes that you could carry away about how experts handled real situations and what they learned from the experiences –so you could avoid any pitfalls! Check out the article on "In Case of Emergency" for details so you don't have to take notes while enjoying the presentations.

We lost Wally Millard earlier this year, a long-time colleague and one of the first people who challenged me to take an active role when I joined ASIS decades ago. Check the short piece recognizing him included in this magazine. Perhaps it gives a different perspective on the "social side" of his generation of security icons.

For those of you who already know Joseph A. D'Amico, Superintendent of the New York State Police, our

ASIS International NYC Chapter Person of the Year, you may still find some surprises in the centerpiece on Joe. We've asked some challenging questions and he's given us some interesting answers.

In the articles section of this issue there are contributions from our associates that tackle difficult subjects and provide food for thought. If something interests you –will you write about it? If so, you don't have to wait until next year to get published. I produce an e-Magazine each quarter that has plenty of room for your material and will reach a dedicated audience of security and law enforcement professionals. So pick up that pen or bring out your keyboard and get busy!

What's next? I defer to you on that. Please share with me your ideas about the challenges for the remainder of this decade and what you see going forward. Email is easiest at: [Erica.harrison@gmail.com](mailto:Erica.harrison@gmail.com)

As always, I am at your service and look forward to meeting you in person during this two-day event. Stop by the ASIS NYC booth in the Exhibit Hall –make sure we have your correct email address so you can get all the new training information each week and the job postings updates on a regular basis. And, we want to hear what's on your mind.

Sincerely,

Erica D Harrison, CPP

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# A MESSAGE FROM YOUR **CHAPTER LEADERSHIP**



**George Anderson**



**Craig Schwab**

Dear Colleagues,

There is never a dull moment... perhaps that is what's bringing so many into our industry.

Over the years the idea of "down-time" has disappeared in security. When technology was less dominant and normal workdays were 9-5, perhaps there were other definitions of what was expected of security practitioners. Today, it isn't unusual to get a cell call from half-way around the globe about a problem that will affect people on three continents and... it's up to us to solve the situation now... This has become part of the normal business profile we work in on a regular basis.

Whether we are balancing the cost/performance issues, making sure that the details are covered at every gate or taking responsibility for planning for the next set of goals that will be met by officers coming down the line, it is anything but boring and routine.

So when we invite you to spend

two days at the 2014 Security Conference and Trade Show from ASIS International's New York City Chapter in conjunction with ASIS International, we know we have to deliver something valuable and interesting. You can count on finding the newest products and services along with coffee in the Exhibit Hall at 8:00 AM each day. Then the seminars and special programs will provide new ideas to apply in your work. Each day concludes activities with receptions back in the Exhibit Hall. March 13 and 14 will be information-filled and focused on material you can use in your work now and in the future.

We hope you will join us for the keynote address at 9:00 AM on Thursday and hear from Joseph Dunne, the new CSO of the Port Authority of New York and New Jersey. Joe's vast experience in NYPD, in the private sector and in consulting informs the material he will share with us. Certainly with the Port Authority's global reach,

Joe's work is more complex than ever before.

At the Person of the Year Luncheon, we celebrate Joseph D'Amico, the Superintendent of the New York State Police. Joe also had his first career with NYPD and then served in Albany and Governor Andrew Cuomo appointed him as Superintendent for all the State Troopers in 2011.

What both Joseph Dunne and Superintendent D'Amico bring to light is that our challenges are getting bigger, more complex and far more diverse, and that the components of a career keep changing, really never having any dull moments.

Please take a moment to share your ideas with us during the 2014 Program. We look forward to meeting you personally and thanking you for making the event a success.

Sincerely,  
**George and Craig**

## Joseph D'Amico

Superintendent D'Amico's first career was with the NYC Police Department and he brings that expertise to meeting new challenges, now directing a force that covers the entire state with about 10% of NYPD's manpower!

In Spring 2013, he shared an overview of the New York State Police (NYSP) with ASIS NYC members. Here is a summary of the surprising and diverse responsibilities our Person of the Year covers and the work that goes into protecting and serving the people of New York.

We expect to see NY State Troopers ticketing speeders on our Parkways



and managing traffic in detour conditions. Now picture that same responsibility as a limited number of Troopers enforce New



York State Law on thousands of miles of roadways across the state.

In addition to their own duties, Troopers also assist local law enforcement where police forces may be extremely small or only part-time.

There is also an educational component to a Trooper's assignment—helping parents and school students "get the message" about properly-installed child safety seats and how seat belts do save lives using specialized "demo" vehicles that can "flip" to their sides.

The Troopers have a canine unit that assists officers in criminal apprehensions, drug investigations, and explosives detection. The State Police handlers and canines also come

to the aid of local police and sheriffs' departments in the smaller communities throughout New York.

The NYSP also have an explosives detection response team, the Bomb Disposal Unit, with robotic analyzers and specially trained members who are on assignment as required no matter where an incident might happen in New York.

Every component of the New York State Police uniform has its own significance, from the black stripe down the leg of the trouser worn in remembrance of fallen members, to the color purple on the tie and Stetson hat. The color purple is a reference to the Roman Praetorian Guard.

D'Amico was nominated by Governor Cuomo on December 22, 2010 and was unanimously confirmed by the State Senate as the 14th Superintendent of

the New York State Police on January 31, 2011.

Prior to his confirmation as Superintendent, D'Amico served





as Chief Investigator for the Office of the NY State Attorney General, where he oversaw and coordinated the efforts of 300 criminal and civil investigators statewide. These investigative units include the Organized Crime Task Force, the Auto Insurance Fraud Unit, the



Medicaid Fraud Control Unit and the Investigations Bureau.

Prior to that, Superintendent D'Amico had a 27-year career with the NYC Police Department, where he served in many patrol and investigative assignments in the Bronx, Manhattan and Queens, ultimately rising to the rank of Deputy Chief. He has commanded numerous high profile and extensive criminal investigations during the course of his NYPD and AG careers.

**We asked Superintendent D'Amico some questions to get a more in-depth picture of his work in his current wide-ranging assignment. The inquiries and responses are below.**

**Q: As the Superintendent for the New York State Police, you have one-tenth the available personnel that the NYPD has. The State Police cover a vast physical area with a variety of issues that are dynamic if not ever-changing. How do you do it?**

A: Although we have responsibility for a geographic area many times the size of NYC, much of the areas outside the cities are rural and

less populated and don't share the same issues as our urban communities. The style of policing required for fighting crime and the requests for service outside of cities is much different. The State Police work closely with local police and county sheriffs to provide all of necessary police services.

We partner with federal agencies and various state, county and local police departments to combat

violent crime, guns, narcotics, gangs and even terrorist threats.

**Q: Often, the State Police are requested to assist or support smaller police departments in rural and urban areas. How do the State Police make those partnerships work?**

A: Supporting law enforcement agencies is a large part of the State Police mission. I continually stress communication and building



partnerships as cornerstones for effective public safety and crime fighting.

I have to credit our members out in the field. They work side by side with other departments at scenes every day and they really are the key to making these partnerships work. Our uniformed troopers

Continued on page 49

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## **The Port Authority Chief Security Officer Joseph P. Dunne**



Joseph Dunne, the CSO for the Port Authority of New York and New Jersey, will be our Keynote Speaker for the ASIS International New York City 2014 Security Conference and Trade Show. He will address attendees at 9:00 AM on Thursday, March 13, 2104 at 9:00 AM at the Jacob Javits Center

Joseph Dunne is responsible for developing, implementing, assisting, and auditing security programs across the Port Authority, including line departments and the Port

Authority Police Department (PAPD).

During Dunne's distinguished 32-year career with the NYPD, he rose through the ranks to serving as Chief of the Department and then First Deputy Commissioner for the then 50,000-member agency.

After retiring from the NYPD in December 2001, Mr. Dunne joined UBS Wealth Management as a managing director, heading security services in the Americas and Puerto Rico. Most recently, he served as a

consultant to city and state agencies in security-related matters, including the City of New York.

Bringing corporate and law enforcement experience to the Port Authority's new Security Department, Joseph Dunne has centralized the agency's entire security structure, increased security efforts at the agency's facilities, coordinated with other law enforcement entities, and formalized lines of responsibilities and operational cost control over the organization.

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## Erica Harrison



In the mid 80's a young, dynamic, blond woman joined the New York Chapter of (what was then) The American Society of Industrial Security—now ASIS International. Right from the get go she was loaded with energy, extremely opinionated, very outspoken, and extremely aggressive when it came to what she thought was right or wrong. And...she had no qualms about telling you about how she felt...much to the chagrin of many "old time" Chapter members.

Thanks to that organizational singular-mindedness, the New York City Chapter of ASIS and its members have benefited greatly. She is and has always been a leader, a journalist, an activist, a moderator and most importantly...our Editor.

*Security Director Magazine* is her "brain child." It is a product of her vision, her foresight, and her commitment to excellence. Under her guidance, our Chapter continues to turn out the "best" magazine in the ASIS local chapter universe.

Erica entered the Security Industry in 1984 and she found herself running investigations for Management Safeguards, it was also the year she joined ASIS. She spent time working with Saul Astor, MSI's founder and his associates, on refining and validating AIMS pre-employment screening exams. These tests, to this day, still help employers identify high-risk candidates early in the hiring process. Erica also spent time running a security guard division together with all its complexities.

In the 90's, when colleges were looking for people to encourage women to get involved in more non-traditional areas, Interboro Institute's president and EVP recruited Erica to join their administration and help improve their security management curriculum. She was charged with guiding the college's security team, as well as directing career services while working with students and faculty

on internship opportunities. She later became their VP for Administration.

As Erica has stated "I found it extremely rewarding to mentor a significant number of minority men, women, and non-traditional students as they forged careers in

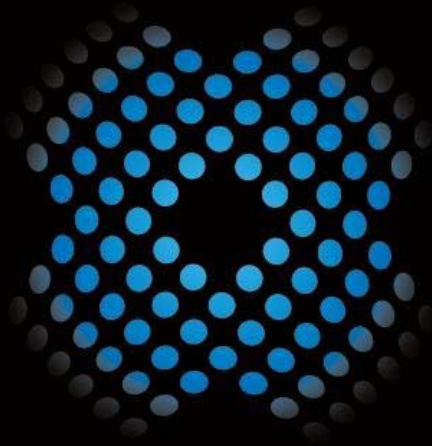
law enforcement and security management." Erica also served as Security Director for Guardian Security Services with offices throughout the tri-state area. Today, in addition to material you get from her via email and through her *Security Directions Newsletter* ...as well as her "Job Opportunities" informational postings...she does some consulting for a group of security organizations and has recently become Executive Director for the Metropolitan Healthcare Security Directors Association.

When *Security Director Magazine* started in 1996, Erica was recruited to lead this endeavor as Editor and Publisher. Add the graphics talent and perspective of Don and Diane of Don Blauweiss Advertising & Design, and you have the success you see (and are reading today). And, you can continue to read past issues of *Security Director* magazine as PDF files on the ASIS NYC Chapter website...as previous issues continue to be read by thousands each year!

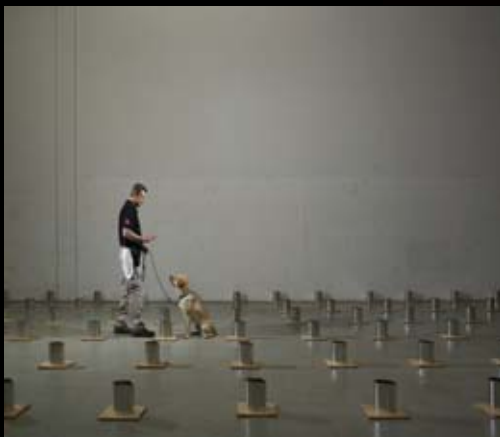
Today Erica is honored as the third recipient of the Joseph Spillane Award for her selfless devotion and unrequited giving of her time and energy to the furtherance of the ideals of the New York City Chapter of ASIS International.

Erica...we all thank you for everything you have done for us...from a grateful Chapter...and all your friends!

Raymond Dean, CPP  
Trade Show Chairman  
Former ASIS NYC Chapter Chairman



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## Richard Lieberman



“Richard [Lieberman] is the type of person who places himself behind others’ needs, solidifying relationships through outstanding support.” That description from Jeff Bates, Chief Operating Officer at Vector Security, summarizes several of the outstanding characteristics that led ASIS International NYC Chapter’s leaders to select Richard Lieberman as the winner of this year’s Eugene Casey Award.

Richard is leader of our Chapter’s Membership Committee and Luncheon Reservations group. At most events, he’s at the front desk, greeting us, our guests and new members and making that first connection to our events a welcoming, professional experience.

Managing the lists, making sure payments are correct and coordinating with a team for the VIP reception area at our Person of the Year luncheon and other special events are just some of the contributions Richard makes to our Chapter’s success on an almost monthly basis!

One of Richard’s associates described how his service approach has also been an attribute in his career. Pete Carletti noted: “[Richard] always


persevered not only in hunting for and developing new business, but also in nurturing existing business...”

Richard joined Grainger in 2008, and now is the Government Account Manager for the greater New York City area. He’s completed Grainger’s District Manager Training and participated in the company’s Emerging Leaders Program.

Previously, Richard was with ADT Security Services as National Account Manager and worked with ADT Federal Systems Division for more than 15 years. He is a volunteer with the American Red Cross on the Purple response team and was a team lead for the 2013 NYC marathon.

Since Rich’s business commitments will prevent him from attending our Person of the Year Luncheon on March 14, we look forward to inviting his family to join us when we celebrate his special award at our December 2014 Holiday Luncheon.

Congratulations to Richard Lieberman, our Eugene J. Casey Award Winner for 2014. We’re counting on his help as ASIS International’s NYC Chapter continues to grow in the coming years.



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# In Memory of Wallace Millard

January 4 2014 we lost Wallace Millard, one of our long-term ASIS NYC Chapter leaders and a former Chapter Chairman. Many will recall his gravelly voice, strong opinions and wonderful stories. Wally was a Detective First Grade retired from NYPD and developed Millard Associates, Ltd., his investigative business, after he retired. Wallace Millard (Wally) was born on November 30 1928.



Wally was part of a group of law enforcement and security professionals that, along with noted celebrities, held court at Elaine's (an iconic restaurant owned by Elaine Kaufmann and noted in gossip and newsmaker columns for decades). To illustrate, the following is a quick excerpt from a New York Magazine column by Robert Kolker focused on September 10 and September 11, 2001 and John O'Neil, former FBI expert on Al Qaeda, who had just begun the job as security chief at WTC that day.

A typical night out with [John] O'Neill had three or four stages. This one started with drinks at Windows on the World with his friend Robert Tucker, a former Queens assistant D.A., talking about whom he might hire at the World Trade Center. They moved on to a front table at Elaine's, where, as usual, he was noticed. "I knew he had left the FBI, so I grabbed him and said, 'John, are you

okay?'" said Wallace Millard, a cop turned security expert who spotted him from a neighboring table. "He said, 'Wally, I'm the best. I've got...'"

In a later ASIS publication, in "A Society in Mourning" article, Wally, who was also a former ASIS Regional Vice President, was quoted: "At about 11:30 p.m., the night before the attack, ASIS member Wallace F. Millard, president of Millard Associates, Ltd., and a longtime friend, encountered O'Neill in a restaurant they both frequented. Millard says that they shared a drink, and O'Neill told Millard about his new career as director of security at the World Trade Center. "He told me, 'Monday was my first day, and it's a great job,'"

In recent years, Wally, who was a member of our ASIS NYC Chapter advisory board, called Southold Long Island home, moving from Bayside where he'd originally located his company. He is survived by children Michael, Thomas, MaryAnn Mullin and Barbara Rederscheid. He was the adored grandfather of 10.

Perhaps the most fitting farewell in Wally's obituary notations was this from Daniel Mackey of New York: "Requiescat in pace Detective. You have served faithfully."



# IN AN EMERGENCY THE FIRST RESPONDER YOU WANT AT YOUR SIDE MAY HAVE 4-LEGS

By Bradford L. Cole, CFE

May 17, 2013: A Metro-North Railroad passenger train derailed between the Fairfield Metro and Bridgeport stations in Fairfield CT. This also fouled the adjacent line and then a train heading in the opposite direction collided with the disabled train. At least 72 were injured among the 700 people on-board the two trains.

Two local hospitals were overwhelmed with victims and their families. Bridgeport Hospital's Emergency Department was crowded with people, some waiting to be treated; others looking for family members and still more waiting to find out the status of loved ones in the Emergency Room. The extent of injuries or if there were any deaths wasn't fully known at that time. Tensions were high.

As the first victims were arriving, we received official notification

about the incident. My large Akita, Spartacus (a certified K-9 response dog) accompanied me as we walked into the Emergency Department a short time later. During the next few hours, we greeted arriving families, sat with victims and helped direct people seeking assistance. The focus: providing aid and comfort to those in need.

We have a new classification for working dog teams called K-9 First Responders (K9FR). We respond to critical incidents



and mass casualty events assisting in Psychological First Aid (PFA) and Critical Incident Stress Management (CISM).

The concept of K-9 First Responders grew out of the work we did right after the Sandy Hook Elementary School massacre in Newtown CT. Dog teams were effective in connecting with survivors, students, parents and first responders and assisted in their healing.

Because of the dog and handler teams' effectiveness, the State of

Connecticut passed a law in June 2013 mandating crisis dog teams respond in no more than 24 hours after a critical event. This is a



ground-breaking law in the United States and formalizes the inclusion of K-9 First Responders under government sanction.

As you may recall, we shared information about responding at Sandy Hook in the 2013 issue of *Security Director Magazine*. Lt. William Gordon, of the Greenfield, MA Police Department, with his two Saint Bernards (Rosie & Clarence) were also among the 6 teams called into Newtown. Recognizing the usefulness of their work, the Greenfield, MA Police Department also created a K-9 First Responder program.

Last year, Gordon and I were also called to work with the Boston Athletic Association (BAA) after the Boston Marathon bombings. At a subsequent June 2013 BAA-sponsored 10K race, the dogs again connected with survivors who attended and worked with the Boston Department of Mental Health assisting as needed. Many of the 6,500 runners and their families stopped by to say hello to us. All were smiling and some took time to give the dogs long hugs.

I've been quoted describing the K9FR concept as... "Well trained dog/handler teams educated in mental health triage, assisting those in need and facilitating the healing process."

Private companies or public sector agencies can benefit from K9FR programs. Critical incidents can happen anywhere. Consider including a K9FR team into the emergency preparedness plans as an additional resource to help

manage these stressful events. It allows key personnel to focus on priority matters and makes situations more manageable sooner.

**Brad Cole**, a private investigator and CFE is with Diogenes LLC of Southbury, CT. Brad is at: (203) 264-6802 or e-mail: [bradcole@diogenesllc.com](mailto:bradcole@diogenesllc.com).



## SECURITY 2014

# NEVER A DULL MOMENT

This issue of Security Director has an eclectic mix of material. As I noted earlier –there are no dull moments. Some of what you’ll read is not so pleasant ... All of it is thought-provoking. There’s no single answer for what to do in an emergency. There’s no best way to protect all those for whom you have responsibility. Considering that in security management we are focused on protecting others, it’s a tough admission.

And beyond what we can do ourselves, technology is more enmeshed in our lives than ever before... perhaps for better ... or worse. As always, it is for you to

decide. The one area where I can offer a guarantee is that if you have ideas you want to develop, you only have to get started on writing the material. With four editions of Security Directions e-Magazine coming out every year, beyond what you read here in Security Director Magazine, you have the opportunity to get published and read more than ever before. But the next steps are up to you.

Write about the ‘never a dull moment’ experiences you have in your work and let’s get you “ink”, digital or otherwise. Email me at: [Erica.harrison@gmail.com](mailto:Erica.harrison@gmail.com) or call: 631-565-7122



# Active Shooter in your Workplace

**By G. Wayne Tilman, CPP  
FBI Tampa Division**

*Note: the opinions and procedures expressed herein are offered as suggested security options and are not represented to be the policy of the FBI or ASIS.*

Whether prompted by a workplace grievance, domestic situation, ideology, or mental condition, little is more terrifying than an armed intruder in your place of business.

Active shooters wreak their havoc so quickly that law enforcement agencies no longer establish a perimeter and wait for SWAT—there simply is not enough time. So, arriving officers generally now enter the premises with the purpose of handling the threat as quickly and expeditiously as possible.

But, how about in the meantime? Police response often takes precious minutes.

There are things you can do as a security professional to reduce both risk and impact; this is a lengthy subject, unfortunately limited by the allowable article size.

Security leaders should work with both human resources and supervisors to keep a running tally on domestic issues, contentious terminations, disgruntled employees, bullying and similar red flags of potential violence. This discourse must be kept secure and on a need-to-know basis.

Develop an active shooter plan and have it circulated to all

employees and work to get them to pay attention to the specifics. These plans do not have to be developed from scratch—many local, state and federal agencies have plans on their websites or otherwise make them available to constituents. Encourage employees to share concerns with their supervisors and/or security when they hear comments about violence, retribution, or threats.

Public entryway security is key. Ideally it will be as strong as the type of business requires and building considerations allow. Identify the refuge points that are characterized by solid, locking doors and limited windows. Make sure the employees know these locations. Keep the exit ways clear.

If a public address system is present, it could be used to advise of a situation and its current location. This will allow employees to decide whether to flee or shelter until the danger is over.

The general mantra for active shooters is “run, hide, fight”.

That is, flee if at all possible, shelter-in-place if not, and resist if there is absolutely no other option. And, in the latter case, I mean a last ditch stand where doing nothing will guarantee people become casualties.

Tell employees to decide for themselves whether to begin to evacuate (unless an announcement is made) and to avoid the “herd effect” where a group of people, often led by the most Type-A member, decide whether the “pop” noise is a shot or some other sound. Collective decisions are time-consuming and can be very wrong.

Call 911 as soon as possible. If the caller has to leave the phone to evacuate or seek shelter, it may help law enforcement responders if the phone line is left open. That way, the 911 operator may be able to hear what is happening and give radio updates to responders. Never hit a fire alarm in an active shooter situation; it can cause people to congregate in hallways and turn those areas into a target-rich environment for a shooter.

It is often very difficult for responding officers to identify the shooter from other persons present. So, employees can expect to be told to raise hands, get on the floor and generally be treated as suspects until the police officers are sure they are victims.

**Develop an active shooter plan and have it circulated to all employees and work to get them to pay attention to the specifics.**

Get management buy-in, and then talk with your employees about options. Be proactive and, if the unlikely occurs, your organization will be better equipped to deal with it.

**G. Wayne Tilman, CPP has authored several books and is with the FBI in Florida. He can be reached at: flatfish01@gmail.com**

Continued on page 26



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# CAREER EMERGENCY SURVIVAL TIPS

**By Kathy Lavinder**

Bad things happen in life and they can happen in your career. Here are a few pointers on dealing with those career emergencies: Take a moment to assess the situation. Is this a true emergency or bump in the road? If a bump, that's life. You and your career will be fine.

Some scenarios actually constitute career emergencies. We might couch them from a law enforcement background: there are victims and perpetrators. It can help to employ that dichotomy in career emergencies. Losing your job as a result of a bankruptcy filing, facility shutdown and/or cost containment initiative equals victim. Losing your job because of something you did equals perpetrator.

**Another opinion, particularly from someone you know has your back, can help put things in perspective.**

Career emergencies can also be triggered by an "adverse event." Perhaps there was a significant loss (goods, I.P., reputation or other assets). There may have been a serious breach of physical or data security. Clearly, these are adverse events, and if your role touches the adverse event, it's probably not good for your career.

You'll have to be ready to respond.

Since there's no 911 number to call, have on speed dial one or two people you trust and who are discreet. Describe your issue and seek feedback and guidance. Another opinion, particularly from someone you know has your back, can help put things in perspective.

If it truly is a serious, potentially career-altering situation, the second thing to do is keep calm and carry on. It's that "stiff upper lip" credited with helping the British get through World War II. Do not let career concerns keep you from doing your job to the best of your ability. That's called professionalism and grace under pressure. Both will always serve you well. Carrying on may give you an opportunity to redeem yourself if you had direct involvement in the adverse event. "Putting things right" is what the Brits would call it.

Formulating your Plan B is the next step. Don't do anything rash.

Take some time and think about your options. For moving forward you may have to take ownership of mistakes or admit shortcomings, while communicating that you've gained new self-awareness and have serious intentions to correct deficiencies or make amends. Many successful CEOs claim they've learned more from their mistakes than their successes.

While to err is human, forgiveness is not always guaranteed. A catastrophically bad judgment call and/or an integrity lapse are two things in the security arena that tend to be career killers. Keep that stark reality in mind as you go about your work.

For career emergencies truly outside of your control, your Plan B should include contacting industry peers,



as well as former colleagues to alert them to your newly launched job search. Simply communicate that you're ready for your next career challenge as a result of the situation with your employer. Expand your universe of contacts. Sometimes networking through LinkedIn, works. Certainly review your profile and put your best foot forward. You may also want to contact a professional recruiter or two.

You'll need to do more than dust off your resume. Keep it short and to-the-point, effectively communicate transferable skills and experience. Many excellent jobs are aggregated at [www.indeed.com](http://www.indeed.com). Check the website and the array of other specialized job posting sites that cover your fields of expertise.

Many companies now use on-line applicant tracking systems. Learn to navigate the process. Research

ways to clear interview hurdles whether they are on the phone or in-person. Take your best interview suit to the cleaners, polish your shoes ...get a good haircut.

You'll have to be extremely proactive to find your next job since it's a competitive landscape but there are jobs and the job market continues to improve steadily.

**Kathy Lavinder is a well-known recruiter in the Security Management arena and heads SI Placement in Bethesda MD. Phone: 301-229-6360.**

## Not Your Average Emergency

**By Harold Evans, Jr.**

In Case of an Emergency, "What do I do?" "Who do I call?" "Where do I go?" "When do I go there?" "How do I get there?" "Why do I have to go?" When we train for emergency response in the men's homeless shelter where I manage security in the South Bronx, those questions take on a different light.

I have approximately 20 contracted security officers assigned to work for me, four per shift, 24/7, 365 days a year. Our population is about 60 MICA men. MICA stands for: Mental Illness, Chemical or Substance Abuse. In reality it means that the majority of my residents have a diagnosed mental illness with prior or current substance or chemical abuse. A number of residents have served time in correctional institutions as well.

My shelter has a Fire Safety Plan as well as Emergency and Evacuation Plan in place. Our procedures depend on the type and nature of specific emergencies. My agency,

the Department of Homeless Services, is contracted to provide homeless shelter services throughout New York City and emergency response has to include our home agency as well as other NYC agencies.

In normal situations such as you encounter in your work, we assume that people operate in their own best interest. They will take an active role in working toward their own safety and security. With this population it can be an entirely different scenario.

Our primary plan is to continue to shelter residents in place unless our building is in danger or the hazard involves the building itself. If relocation is necessary, it can become complex and far more involved than when tenants evacuate a commercial building and make their way to what they deem safer areas.

Take a fire drill in our shelter: We sound the alarm for a drill and officers are assigned to specific floors. Residents are informed to evacuate (all having agreed to participate before they were granted the opportunity to live here) and we time the drill. The goal is everybody out within 7 minutes. That does not always happen. Depending on the time of the day, fire drills might take 12 to 15 minutes for a total evacuation. During a midnight shift fire drill, the evacuation time is very long. Many residents take medication that makes it hard to awaken them, increasing the complexity.

We assemble across the street, but some refuse to participate. Certainly we write them up and issue notices for violating shelter rules. Then these residents meet with their case workers for counseling. Infractions are noted in

their case files. But it may not change behavior.

We also have extensive plans for sheltering in place and a well-stocked supply room to assist us feeding and caring for our residents.

When we do have to move residents to other safe living quarters, transportation arrangements are involved. We work with other DHS shelters throughout the city and notify family members when available. Transfers may not be easy to arrange since there may be limited staff at other facilities and we cannot overburden them. Just issuing MetroCards to our residents is not a solution.

The contracted security officers assigned to my shelter have standard NYS security guard training and are licensed. They possess additional credentials: Fire Safety Coordinator of Fire Safety and Alarm Systems in Homeless Shelters, First Aid/CPR/AED and Crisis, Intervention and Prevention. "The cornerstone of CPI is the Nonviolent Crisis Intervention® program, which is considered the worldwide standard for crisis prevention and intervention training. With a core philosophy of providing for the Care, Welfare, Safety, and Security<sup>SM</sup> of everyone involved in a crisis situation, the program's proven strategies give human service providers and educators the skills to safely and effectively respond to anxious, hostile, or violent behavior while balancing the responsibilities of care."

My security officers have no powers of arrest and cannot place their hands on anybody, unless they are protecting themselves or a third person. My training and experience comes from over 20 years in private security both contract and propriety





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along with my training from the Connecticut Police Academy and Connecticut State Police Academy. I was a police officer with the Newtown Police Department and the Connecticut State Police. And in my current work, there are few average days and almost no average emergencies.

**Harold F. Evans, Jr. has been working in private security for the past two decades. He joined ASIS in 1994. His BS is from The American University, Washington, DC. Email is: hevans@sco.org**

## HELPING STUDENTS SAVE THEIR OWN LIVES

### From an interview with Professor Itay Gil

*The material below was developed from an interview with Professor Itay Gil, Director General of Homeland Security Studies at the Magid Institute at the Hebrew University of Jerusalem. He discusses something that is disturbing and has become a concern for every parent in recent years: children's response to an active shooter who enters their classroom. The traditional lock-down procedures call for students to hide in place. Gil's approach is different. Here is a summary of his innovative methodology:*

"...Until a SWAT team or response team or law enforcement shows up... six minutes, 20 minutes, the level of protection in most schools will be at zero. The aggressor may be a fellow student who has evaded book-bag inspection at the entrance or an intruder who has defeated the school's security system.

From what I've seen, the only way to have students potentially save their lives when someone with a loaded weapon enters their classroom

requires educating them on how to respond –and it isn't by hiding under a particle-board desk for protection against a gunman."

"Now this sounds a little bit crazy and strange – people have this faith and the image that 'I will crouch in the corner... I will go under the table... I will hide... The shooter won't see me and I'll survive it.' For those who can run away, fine. But if you're on the third floor and you can't run away, [and the shooter] he locks the door when he comes in or he just comes into the room and starts shooting. To get through the doorway he's standing in is difficult... jump through the window from the third or fourth floor may be fatal. The only way to handle it is actually to distract the shooter. Throw school bags and objects such as chairs and storm him in the football manner to tackle him.

We have done tests that have proven through simulation and paint ball guns in classrooms. We discovered if the kids will not take action there will be many casualties and many fatalities. But we also discovered that if the kids work as a team and there's a signal when someone enters the room and then you shout, for example: "Go, go, go, gun, gun, gun" and they storm him simultaneously from different directions, he will be surprised and overwhelmed and he can get two or three of the students instead of 20 or 30. At Virginia Tech, with 32 dead and 17 wounded, in two incidents two hours apart, the gunman was changing magazines. No one stopped him. No one did anything."

The only way to save lives is people will have to take action in the classroom and not wait for someone to come and save them. It's going to be too late and that's my philos-

ophy. When someone comes to get you, you go and get him. There must be an immediate retaliation and response."



Photo compliments of 5.11 Tactical.

Professor Gil is the lead instructor for Ultimate Special Forces LLC, a company that specializes in customized counter terror training, risk assessment and self defense for use in the civilian and law enforcement sectors.

**For more information: contact James Sherman, Managing Director, at [www.ultimatespecialforces.com](http://www.ultimatespecialforces.com) or 212-724-2007.**

## Cyber-Security—A Tough Call

**By Diane Griffin**

Perhaps ten years ago we were reading articles about how peoples' passwords (often their dog's names) were pasted on the bottom of their monitors or inside their desk draws for "easy reference". Passwords were easy to locate for

Continued on page 33



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forgetful employees and easy for internal corporate spies to find as well.

Today, passwords are probably more complex with caps, numbers and special keys included. These “more secure” codes may defeat simple hacking programs but hackers, spies and trouble-causers don’t have to be anywhere near your corporate offices. They are gaining access to systems and spying or hacking from continents elsewhere on the globe.

In one breath, NSA figures out how to hack under-ocean cables, and de-encrypt conversations conducted by foreign dignitaries. In the next breath it is reasonable to assume that our government information stored or transmitted electronically, also has limited security, no matter how sophisticated the protection systems seem to be.

It isn’t an excuse to drop diligence in any organization or to stop practicing a full array of security measures to protect data, employees and trade secrets. BUT it does remind us to look beyond our own perspective.

Reference one of the epilogues to Little Brother by Cory Doctorow. The issue that Bruce Schneier brings up is that as good as your cyber-security experts can be, they cannot be the persons who test your systems. Whatever clever approaches they built in to defeat evildoers are simply a reflection of the problems that they conceive. You have to hire someone totally different to try to defeat or mitigate the systems... someone not limited by the same thought patterns... and then pray they are actually faithful to your side!

Perhaps cyber-security in this decade is just a more advanced version of checking under monitors for more sophisticated passwords.

**Diane Griffin’s company is Security First & Associates and here is her website:**  
[www.securityfirstassociates.com](http://www.securityfirstassociates.com)

## Evaluating Security

**By Clint Rand**

Two similar facilities engaged in the same business and with similar risk factors decide to address the issue of physical security. After many meetings and much deliberation, Business A decides to postpone evaluating and upgrading its security profile. Business B decided to commission a security assessment and implement the recommendations. They hired a contract guard service, developed a crisis management plan, installed cameras, harden perimeter security and utilized a visitor management system. Two years later neither business has suffered a single security event. Which strategy worked?

Ponder the issue a bit. Perhaps a better question is: “Which facility is more secure?” Salient factors that might go into the calculation concern more than how much gets spent. There’s: the potential loss of life, protecting individual liberties, possible economic damage, political consequences and psychological factors such as fear.

A greater number of individuals are killed by industrial and automobile accidents than are killed in workplace crimes or terrorist attacks, but it is the

nature of workplace events that generates the greater public concern.

In the above hypothetical situation, it would be incorrect to conclude that the level and type of security measures to be taken are only determined by a careful assessment of the threat and the past performance of similar measures. There is a difference between statistics and perceptions.

**A greater number of individuals are killed by industrial and automobile accidents than are killed in workplace crimes or terrorist attacks.**

How do you determine the correct level of security? First, this is not a single-dimension problem. It is something that cannot be expressed only in economic terms. Other considerations that require subjective judgments include:

### **Potential Loss of Life:**

Since the number of deaths caused by security events is small, except in unusual circumstances, it is difficult to make a security argument based on saving lives.

### **Economic Loss:**

A quantitative analysis is possible here. The loss from sabotage, bombings, hijackings and theft is relatively common. A second level of economic damage may result from business disruptions, insurance cost increases and lawsuits.

### **Negative Political Consequences:**

Political survival, prestige and image are real considerations but are often difficult to translate into justifications for security measures.

Continued on page 35

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After 9/11 security measures such as employing more guards at facility entryways increased. Heightened measures were also well publicized. In New York City, businesses, universities, government agencies and multi-tenant, high-rise buildings made more of a show of security measures to retain and attract students, customers and employees. The perception of a secure environment can be critical.

#### **Security Costs:**

This is difficult. One approach is to compare costs for security with expenditures for safety and accident prevention.

#### **Convenience:**

What is the level of tolerance for inconveniences caused by security measures? Some security measures, visitor management systems, CCTV and guard service, may actually assist business operations by providing assessment tools to evaluate traffic flow, quality control and time management.

#### **Individual Liberties:**

While there is a current debate over the level of government intelligence operations, there is generally a greater tolerance for private security operations.

#### **Circumvention:**

Security measures often increase costs for carrying out attacks. Security works when statistics support that well-defended targets are rarely attacked.

#### **Displacing the Risk – Transferring the Risk:**

Security measures do not eliminate risk, they displace it. Identify the likely direction that the risk will take and determine whether the situation has been made better or if now additional measures must be implemented.

Evaluating security isn't easily reduced to quantitative factors but requires weighing a variety of objective and subjective considerations.

**Clint Rand, MS, retired as an FBI special agent and founded Clint Rand, LLC.**

**He is an ASIS Council member for Academic and Training Programs and is completing a publication for 2014 on Security Training and Education.**

**Email: [Clint@ClintRand.com](mailto:Clint@ClintRand.com).**

## **When Only a Few Are Needed**

**By Orlando Rivera**

It's reliable and saves money and that's why technology has taken over so much of access control and many aspects of visitor management for corporations throughout the United States. Most organizations would not be particularly efficient without the technology that has become a cornerstone in general security operations. However, we still need a few security officers in the mix. The officers need to know how to actually run the technology, make decisions when human factors are critical and must know what to do when the power fails and there are emergencies.

Although pay scales are unlikely to rise in the current economy, we do ourselves a dis-service when the only training we provide for our security personnel is what's required by regulations. No one has ever complimented you on how your androids greet

and acknowledge them at the front desk. No executive at your firm wants to hear how you have to wait for a technician when a biometric reader fails at their office doors. They want to work with a person who can immediately confirm their identity in real time and authority to access the space... and then override the technology.

If we are only going to keep a few officers, make sure they are prepared in high technology and trained to help us with issues where the digital age just doesn't cut it: use of force, workplace violence, sexual harassment, sensitivity to gender orientation, active shooter, and emergency response. Sometimes, even sending the officers to an outside training program with specialized courses

**No one has ever complimented you on how your androids greet and acknowledge them at the front desk.**

translates into a higher degree of performance. Using a recognized specialist for the extra training may also minimize liability and reduce risks in potential civil or criminal litigation.

**Orlando Rivera is Director at LEA For Security Officers in Bronx NY. He can be reached at: 347 293-7224 and emailed at: [leasecurity@optonline.net](mailto:leasecurity@optonline.net)**

Continued on page 37



# ID Card Printers that will Knock Your Socks Off

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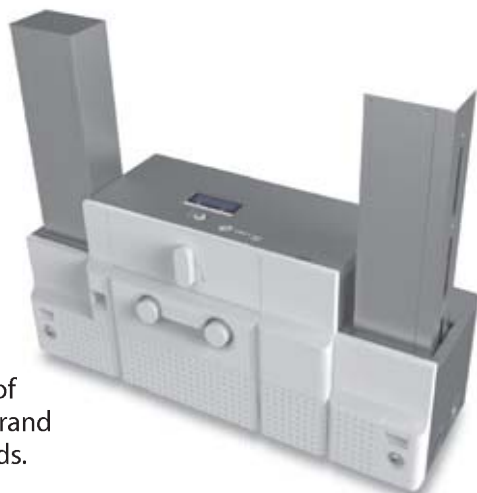
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# **Your ID Card... Your Bank Card... Your Security**

**By Rose Williams**

Your bank card, the one you use for business travel so that everything is documented in one place and you have easy access to credit lines no matter where you are in the world, just got bent... The mag strip has a gouge ... and now it's useless. It is also just a few hours before you take off for an overseas trip to your corporation's production headquarters.

There was a time when replacing that card on demand would have posed a major problem. Today, if your bank uses IDP's OCPS-MART-50 for in-branch card printing systems, within a few seconds your account representative is able to present you with a new fully-functional card that you can activate right there. You are on your way.

At IDP, we have looked at how to improve identification card production while building in greater security features to help organizations with critical credentialing needs. The products work whether you are on dry land or managing a cruise ship that stops in multiple ports. Certainly a cruise ship faces the potential for the wrong people getting on-board at least once every 24-hours! So an ID system that is easy to manage and hard to counterfeit is a true necessity.

Hard-to-copy/hard-to-falsify cards often use holographic overlays laminated onto full-color cards with a variety of security indicia. Where access control is critical, we can help our customers produce these high-security identification cards more economically and with more speed than ever before.

The faster, simpler-to-use systems help solve some major problems that organizations have faced ever since ID cards came into prominence. Sometimes it's wiser create a totally new card design and void out all previous ones. This is significant when there have been large personnel changes, downsizing, or new acquisitions or the cards were relatively simple and could be copied or altered with a smattering of technical knowledge and a card printer.

When companies use products such as our SMART-70 high-capacity printer, full-color cards with complex designs can be completed economically and in as little as 16 seconds each. The laminating process now uses only about 20% of the power consumed in earlier systems.

**Information about the newest improvements in identification card production is available without obligation at: [www.ttsys.com](http://www.ttsys.com) or [www.badge-pros.com](http://www.badge-pros.com) or email to: [customerservice@ttsys.com](mailto:customerservice@ttsys.com).**

## **In Any Public Venue... Privacy is Within Reach**

**By Vic Hyder**

**Secure Mobile Comms...Then:** Cold and raining... Or hot and dry.... Actually, the environment doesn't matter at all but you can imagine it. You can remember it because most of you have been there. The hand signal is repeated down the line to circle up and set a perimeter. You need to check the plan and make comms before

moving on. Your radioman pulls out the antenna and sets up a ruggedized laptop. The rain falls. The dust blows. The crypto load is good and you connect securely for a status update. A short twenty minutes later, you break it down and move on out.

Until recently, this scenario was one of the few ways you could ever expect to communicate securely while on the move — "military grade" encryption on government-purchased hardware. Today, however, the mobile phone



or tablet that's likely in your hand right now, accessed nearly every waking hour without fail, has all that you need. That is, with a little help from some new encryption technology.

### **Secure Mobile Comms... Now:**

There's no longer a need for a security perimeter. Just pull out your smartphone and open an application such as Silent Text to send a document for review. At the moment, Silent Circle has the most advanced series of encryption services and applications that are virtually effortless to use. Taking a sip of coffee, you then get on the secure conference call via Silent Phone, also encrypted and private from anywhere in the world. You end the call and finish your coffee.

Continued on page 39





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The meeting was productive and all team members were able to attend.

With Silent Phone, you can go audio or switch to secure video; conduct a clear conference call, all from the device you are comfortable holding in your palm. You can connect to non-subscribers with Out-Circle Access while your leg of the call remains protected.

By using Silent Text you can transmit and receive documents, videos, photos, audio files, or simple text messages privately among other Silent Circle members. A monthly subscription for both Silent Phone and Silent Text is \$9.95 available at [silentcircle.com](http://silentcircle.com). No added infrastructure costs, maintenance, or manpower needed; it's simple to use apps.

The mainstream perspective of encryption has flipped from what it was just a few years ago. Until 2005, the U.S. government treated the export of cryptographic algorithms and software as "munitions". Phil Zimmermann, the creator of PGP and co-founder of Silent Circle, was integral in changing that view. Today, encryption is a necessary layer of protection, critical to protecting your communications and data from the high-threat cyber environment in which we now live. Doing nothing can leave you or your organization vulnerable to disruption and significant loss. A 2011 Ponemon Institute study suggested the average cost of each compromised record in the U.S. was \$194; the loss of customer business due to a cyber breach was estimated at \$3 million.

Bottom line: communications privacy is within reach. Even on social media, you no longer have to be "public" with everything you say and do. With Silent Phone's ephemeral keys, Silent Text's 100MB

encrypted file transfer, and now Blackphone -- the world's first smartphone built to prioritize the user's control ([www.Blackphone.ch](http://www.Blackphone.ch)) your right to privacy is still attainable.

**Vic Hyder, COO of Silent Circle and CDR, USN (SEAL)ret. notes:**  
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## Security: Profession or Job

**By Robert Inganamorte, CPP**

If you are in security management you probably consider security as your current profession. If you work as a guard, you probably talk about your "job". Those security personnel who have direct responsibility for protecting lives and property may even argue that security is their "occupation" and that it's better than just a job. However, in most cases the largest pool of security employees never get considered for promotion into the management team.

Generally, guards do not see their potential for advancement out of the low ranks. Some will summarize it by simply telling you that they know they will never be recognized for future management positions no matter how well they learn their current assignments — because those assignments do not lead to top echelon jobs.

We've heard people argue that simply raising the wages will help professionalize the industry. But that is minimizing real issues. Right now, many low-wage security jobs allow the individuals who hold them to get financial benefits that would disappear were they to earn

even 30% more per hour. They'd be losing subsidized housing, supplemental food benefits, free cellphone service, government-paid health coverage, full tuition coverage for attending community/municipal colleges, free childcare, etc.

Perhaps even worse, as the minimum wage starts to escalate, organizations



find technology to replace traditional security guards wherever possible. Certainly, at higher wages, you may be able to start attracting more tech-savvy people into the industry — people who never considered security as an opportunity before. So that can benefit the industry. But that isn't an answer for the millions currently employed in security — in the tri-state area alone.

To change the game and create opportunities to move good people into management will take more work than most of us have considered: Mentoring — which is difficult and time consuming; Educational direction — which means not just

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telling people to take a security major in college because that may not be the right approach; Fostering advancement to management for security guards — which may be a new perspective in many companies and hard to actually institute... Those are some of the ways that a much larger, more diverse group of candidates may begin moving toward seeing security management as their profession as well.

**Robert Inganamorte, CPP can be reached at: Roringanam@live.com**

*When there is not an imminent violence threat, the following may help security leaders get a better grasp on effective ways to deal with difficult individuals in work environments.*

## **Applying OODA Loops to Potential Workplace Violence**

**By Steven Crimando, MA,  
CTS, CHS-V**

Many security professionals are familiar with OODA loops (Observe, Orient, Decide, and Act). Originally the loops, applied to military strategy and combat operations, were developed by USAF Colonel John Boyd. Over time, we've found that OODA loops may also be helpful in preventing workplace violence.

If you identify a 'Person of Concern' within your organization, someone who may be a risk for violence, then either over- or under-reacting represent different risks. Since workplace vio-

lence situations are emotionally-charged, the behavior and/or communication from the Person of Concern may be frightening; co-workers may be afraid; executives may want the situation resolved immediately. Despite the emotions, we've found it is critical to apply a structured approach, such as an OODA loop, to manage this type of risk.

### **Observe**

Before confronting the Person of Concern (POC), observe and collect information about behaviors and communications of concern. Recognize that once the POC becomes aware of efforts to gather information, directly or indirectly, those efforts will have a substantial impact on the outcome of a case.

Interview anyone who has information relevant to the situation.

If there have been incidents: who was involved, what happened, when/where/why/how did the incident occur.

Avoid promises of confidentiality throughout the process. This may adversely affect what is revealed but a promise would be unrealistic. You can only advise that informa-

**Despite the emotions,  
we've found it is critical  
to apply a structured  
approach, such as an  
OODA loop, to manage  
this type of risk.**

tion will be handled confidentially to the extent appropriate.

Ask that those who do reveal information in an interview not



discuss the interview or even that they were interviewed. Again, this may be unrealistic, but it is worth making the effort.

The conundrum we face is that pre-incident indicators or warning behaviors may suggest that someone is on a pathway to violence but there is not necessarily an indicator that violence will definitely occur. Even direct threats, while they may be a violation of organization policies, are not absolutely predictive. Many people will threaten violence with no intention or ability to act on the threat; some will become violent without having made any type of threat and others may both threaten and act on the threat. The difficult and challenging issue is: knowing who poses a threat, rather than if someone simply made a threat.

Violence on the job typically arises from “smoldering crises,” not “sudden crises.” People rarely just snap. In most workplace violence, there tends to be a pattern of behavior demonstrated over time. Applied to the risk of workplace violence, the Observe phase of the OODA loop includes:

- Consider the interaction of Subject, situation, setting, and Target
- Maintain an investigative, skeptical mindset
- Focus on facts, behaviors and communications, not character traits
- Use information from all possible sources
- Document your findings

In any situation where you think the risk of violence is imminent, the OODA loop may need to be radically tightened to assess and respond to an immediate threat. But before simply reacting to a perceived threat or concern, slow down; consider applying the

OODA loop without contracting the process.

*In future issues of Security Directions e-magazine, we'll cover other elements of OODA: “Orient,” “Decide,” and “Act,” to help manage risks of violence on the job. Stay tuned.*

**Steven Crimando, MA, CTS, CHS-V, is Principal at Behavioral Science Applications and can be reached at: [steve@bsaonline.net](mailto:steve@bsaonline.net).**

### **And this from Mario Doyle...**

**“I trust you with the codes to my buildings – but more to the point, you have the playbook for my company... so exactly how are you protecting that?”**

For those of us in contract security covering clients in critical infrastructure and major enterprises, it is a given that our personnel and management staff are also repositories for sensitive information about how these organizations “tick”.

Perhaps 7 out of 10 times, we literally do have our clients’ playbooks in our hands. Often our post orders and procedures reflect the very essence of how they run their companies. It’s an added concern for our internal operations people to ensure that we are protecting that information physically and digitally.

Consider the array of our work assignments: from monitoring gates and access, to shipping/receiving security to providing executive drivers. Our protection

teams know and record when the fleet vehicles arrive and leave; the real times that executives are on-premises or away from HQ, the weaknesses with every structure that the organization occupies — because we detect where the leaks form, where the doors fit poorly and can be sprung from the frames, where the window locks still need attention — because we log every one of these items and check and document every weak area on every shift... until things are appropriately repaired. Officers assigned, know what type problems will require attention in the middle of the night. It’s powerful information if it were to fall to the wrong hands.

Our business development people talk about our screening and training officers before they are assigned to clients and how we periodically review each during the year. The reality is a more in-depth approach. We revisit web

**Officers assigned, know what type problems will require attention in the middle of the night. It’s powerful information if it were to fall to the wrong hands.**

searches/social media checks and track even minor changes in officers’ interim performance. Our personnel, the heart of what we provide for clients, work through that corporate playbook on a daily basis. We don’t want to miss any part of the protection processes.

As “playbook” security has become more significant, it has other implications. We have to do more

*Continued on page 42*

# Inadequate Insurance Could Make Your Temperature Rise



**SWB PROTECTION KNEW BETTER.** A faulty alarm system. Four false alarms. The system was “crying wolf.” When the temperature alarm went off for the fifth time, it was real, but mistakenly ignored. The result: A \$3 million dollar computer center was ruined and the hospital sued SWB Protection for the damages. Fortunately, when it came to their insurance, SWB Protection knew better. They were prepared with Professional and Excess Liability Insurance from BROWNGUARD®.

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than prove our ability to deliver service without interruption independent of physical events, weather or transportation hiccups. Even minor system compromises might be crucial. When necessary, we’ve scripted what officers say to service persons as they escort them to areas on clients’ premises for repairs. We remain in the repair area for the entire time and we are not making small talk. We’ve re-examined even the most basic standard procedures to minimize revealing unnecessary details to outsiders.

Cutting possibilities for data breaches at our headquarters has become a much bigger focus as we were all informed by the customer data breaches at Target and other retailers last year. Apparently, the breaches were not the product of particularly bad security programs; just ones that weren’t good enough to stave off sophisticated attacks.

As many other organizations, we’ve had consultants review and update our “all hazards” plans so that we get other “eyes” on our approach. Backup systems are local, remote, and also cloud-based, and all meet stress-test levels that would have been unheard of a few years ago. Our more in-depth continuity and resiliency plans include having our clients’ information available for them should they face a rough situation as well.

The businesses and infrastructure organizations we protect, execute winning plays on a daily basis as they meet business and service challenges all the time. Our job is to help them go forward and make sure we have their backs.

The above article is from Mario J. Doyle, CPP who is COO of Doyle Security Services, Inc. (DSS). Mario has served as Chapter Chairman for ASIS International's Long Island Chapter and is the current president of ALDONYS. He has also served as a Regional Vice President for ASIS International. Doyle Security Services Inc. is headquartered in Valley Stream NY. Phone: 877-377-7749 - on the web at: [www.dss-securitysolutions.com](http://www.dss-securitysolutions.com).

## In Case of an Emergency

I stole the beginning of this from Theodosios Kypriotis because it may be part of your emergency perspective as well:

### Sudden Events:

They happen without warning. Time is not your

friend. You have to respond quickly and effectively. This is where all the planning and preparation pays off. [Perhaps it's a major power failure affecting hundreds of square miles, a

in medical teams when the roads are impassable.

For Theo, even when there was some warning and he and his team could prepare, no one expected over 100 trees would be felled across the roads to the Cloisters by Superstorm Sandy in 2012. Theo's in-depth planning, team training and his ability to muster assistance from various municipal resources allowed him to get the museum back into operation again after only five days. For

others, perhaps not so manageable.

How we deal with emergencies may not be "by the book" and a number of the emergencies that we work through were not conceived of during table-top exercises and other training we use to help us prepare.

I stole this material from Tony Caccioppoli, who originally was scheduled for our seminar but has to be back at corporate this week to assist a new management team evaluating all their stores:

"Tony, talk to me about a couple of recent emergencies you've faced and what happens when those very well-thought-through plans we've written and practiced don't cut it. It's often different answers in different industries."

Tony responded with the following:

"[During...] the Boston Marathon bombing when hundreds (if not thousands) ran into our store from the mall and

streets seeking refuge ... My flagship store is located less than 200 feet from the second blast site. Do we evacuate? Shelter in place? Or just panic and let the crowds dictate??? What if your security staff is minimal? Will the training and practice you delivered to others in the organization be remembered? Will they step up and execute?

Or, when you are targeted for a mass demonstration of hundreds led by OWS with hints of possible acts of civil disobedience on a big sale day... Do the demonstrators just want to stand and block your entrances to prove a point in front of your flagship store where thousands of customers enter each day... and then at your corporate headquarters in midtown? Are we aggressive and bar them from entering our facility? Do we ask NYPD to



arrest everyone, knowing very well that if we do that, we could have demonstrators back every single day indefinitely?

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**They happen without warning. Time is not your friend. You have to respond quickly and effectively. This is where all the planning and preparation pays off.**

suicide bomber, or a chemical spill with vapors blowing in your direction.] When such an event happens:

- Remain calm
- Retrieve Emergency Plan from the shelf and go directly to the Response section
- Assess the situation
- Make the appropriate notifications
- Assemble your response team, assign tasks and monitor how the emergency is developing from the command post with updates from members of the response team

Remember, the more effective the response the faster/easier the recovery.

In some cases, that's going to be a great way to react. We may also be assuming you don't have to evacuate thousands of people from the locale with your same skeleton response team or find a "safe" place for them to assemble—or that you now have to bring



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What about our emergency preparedness plans during natural disasters and you have properties up and down the east coast? The rule book says one thing but what happens when Mother Nature doesn't let you get to the site?

How about the active shooter scenario? In our environments we have minimal security personnel at each facility with the exception of major metropolitan locations. Even with quarterly mock drills, will the leaders (of the Mall) on duty be capable of taking charge and executing???"

**It isn't just planning for an emergency, dealing with it and then recovering is about anticipating what you can do, doing it and not letting the organization be stymied or devastated.**

"Emergencies and disasters come in all shapes and sizes and are relative to your respective industry. These are some of ours in the world and challenges of retail loss prevention."

Perhaps there are few clean easy answers. Let's look at 'In Case of an Emergency' from additional perspectives:

Natan Mandelbaum of the New York City Office of Emergency Management develops programs for NYC agency leaders to help them become familiar with emergency response plans and help them see the complexities that will be involved operating within the City itself. You can

access his informative PowerPoints on-line and help encourage a different type of thinking with your staff. The tabletop and field exercises Natan organizes through OEM and within NYC environs, give people who may not have had in-depth exposure some useful and critical experience. The end result can be that they call on the training if required in real emergencies.

In speaking with Natan, he is also is planning a series of programs for security and emergency planning executives in New York City business organizations. The

training will expand the groups that are better prepared to meet potential crises in the future.

Erika Voss, CBCP, CORE, MBCI, is Senior Business Continuity Manager with Interactive Entertainment Business,

Studio X Office 2341 at Microsoft. She's has been involved in emergency response and disaster recovery for major corporations for decades and was a trainer with FEMA as well. Erika is a noted speaker on the subject and encourages approaching the issues from a resiliency perspective. It isn't just planning for an emergency, dealing with it and then recovering, it is about anticipating what you can do, doing it and not letting the organization be stymied or devastated. From a technology viewpoint we add even more layers to the scenarios and look forward to her input as someone who has been providing guidance to corporate leaders for organiza-

tions whose businesses are globe-spanning.

When I asked Steve Harper, CPP, former Vice President of Battery Park City and now president of Strategic Crisis Solutions to moderate for us, it was to get the input of someone who has lived through managing a major corporate entity through 9/11 and the rebuilding through its aftermath.

Today Steve provides consulting services to municipalities and private organizations throughout the region. Last spring, Steve's group organized and evaluated an entire county's emergency response in a hands-on exercise that involved hundreds of responders and dozens of volunteer and municipal agencies. They addressed a mock chemical poisoning crisis at an amusement park. And every group had a sophisticated emergency plan... I think you will find his synopsis of what happened valuable and thought-provoking.

The last member of our panel is Paul Benne, PSP,CPOI, someone whose background in technology, teaching, consulting and fire service brings another perspective to the issue. At Sentinel, his company in New York City, he leverages his expertise in technical and operational security with experience in emergency services. When we examine "in case of an emergency" from risk assessment, security master planning, technical and architectural security design and operations and training, what can we carry away to use this week in our own programs?

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# Four Things from a Background in the Military that can Carry Over into Security Management in the Private Sector

By Timothy McIntyre, USN CPO Ret., MHS, CEM, CHS III

In many ways the daily requirements and regimentation that become part of military operations are not the best training for the barrage of inputs that are the norm in corporate settings. Certainly you create a regulated team of security officers with post assignments and measurements for evaluating performance in industrial security. It may even have a military-like flavor. But when you move into corporate management at a multi-dimensional private organization, you find competing goals along with a profit drive that is deep in the blood of the organization. Being successful in this complex situation requires calling on specialized skill sets.

In looking at my colleagues who have achieved success in business-focused security after careers in the military and government service, there are at least four areas where they excel:

## 1. Original Thinkers

They have been able to devise and organize operational and administrative procedures that weigh time, personnel, and money while ensuring that efficient and economical methods get applied to critical tasks. Thus far I have never seen a course that teaches creative approaches to complex

management. Rather, the successful individuals have been able to look at what seems overwhelming; identify what is most important and focus where it counts rather than stretching resources in every direction.

## 2. “Can Do” Spirit

They may be daunted by the array of problems that affect the private sector and the competition among divisions along with the various visions of the organization that top management expresses. But instead of being paralyzed by the diversity of command, they accept that they have authority and responsibility to get certain tasks done. They demand results from their own work and demand results from their subordinates. They are “cool under fire” time and time again. And sometimes, have to change course mid-stream and handle it as if there never was a conflict or chink in the armor.

## 3. Dedicated

The successful group actually volunteers to perform those “extra” undefined jobs that separate the top performers. They build a network with others in the organization. They go out of their way to assist. They’ve learned more than what’s in their defined area and in their job description so they have a finger on the pulse of what’s really going on. They consistently exceed expected standards.

## 4. Mentor

They bring along the quality people around them. They are involved in

helping them learn more, handle more complicated situations, and they counsel them and share lessons learned. Sure, the best of my colleagues are basically surrounding themselves with others who probably want their jobs. But the upside: these leaders also have tested their mentees, know their level of expertise and also know that they themselves

**The successful individuals have been able to look at what seems overwhelming; identify what is most important and focus where it counts rather than stretching resources in every direction.**

can now move up to take over other divisions or more demanding positions. The people who will report to them have the stamina and expertise to meet demands they’ll place on them. Does it always work out? No. But it’s a gamble that can have great payoff.

**Timothy A. McIntyre, USN CPO Ret., MHS, CEM, CHS III is a Security Specialist with U.S. Immigration and Customs Enforcement, Badge & Credential Program in Bethlehem, PA. He can be reached at: [Timothy.A.McIntyre@ice.dhs.gov](mailto:Timothy.A.McIntyre@ice.dhs.gov)**



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## PEOPLE IN THE NEWS

Joseph J. Gulinello, member of Metropolitan Healthcare Security Directors Association and long-standing member of ASIS International's NYC Chapter and Senior Council Vice President for ASIS International, received the 2013 International Presidential Award of Merit. The award was presented by ASIS President Geoffrey Craighead at the Annual ASIS International Conference in Chicago, attended by thousands of security professionals.

Craighead acknowledged that: "Joseph J. Gulinello is being honored for his unwavering volunteer service with the ASIS Councils since 1997. For the last three years, he has served as the Senior Council Vice President."

## Why Tutela?

Tutela is a national integrator providing security and life safety systems all across the United States. We are successful because we understand the client's needs and are attentive to every detail in service delivery with an unwavering focus on customer satisfaction. When you call us; We answer!

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forensic units provide much needed expertise and assistance at scenes ranging from homicides to motor vehicle accident reconstruction. Specialized units like our Special Operations Response Teams (SWAT), Canine, Bomb Techs, Scuba and Aviation can be invaluable to other agencies that don't have access to those resources. We all work toward one common goal – making New York a safer place to live. If our expertise can help another department, we are ready to assist.

**Q: Lending that assistance must be difficult at times due to the fiscal challenges your agency faced over the last few years?**

A: The last few years surely have been a challenge for us and our agency is somewhat smaller due to retirements and a previous hiring freeze. It has meant more calls for our troopers to respond to, more cases for our investigators to solve and more responsibilities for our civilians. But through it all—because of that extra effort that our members and civilians consistently put forth, we have maintained the ability to provide other agencies and New Yorkers with the professional service and response that the New York State Police is known for.

**Q: The landscape of our state includes a number of Native American nations and more than 450 miles of international border and the associated homeland security issues. Add to that, some of the strictest gun control laws enacted by any state. These complex issues can place the state police in difficult or challenging positions with the citizenry. How do you deal with the public sentiments that these issues create?**

A. We recognize that sometimes in enforcing the law, troopers find

themselves in difficult positions. But as police officers, it is our job to enforce the laws of the state while maintaining and respecting the rights of our citizens. We do not choose the laws we want to enforce or where we wish to stand on certain positions. We exercise objectivity and impartiality and as Superintendent, I am careful to keep the State Police safely away



from politics and other agendas. It is my hope that the public understands our priority is the safety of New Yorkers.

*Thank you Superintendent Joseph A. D'Amico, our ASIS International New York City Chapter's PERSON OF THE YEAR.*



# Exhibitor's List and Booth Numbers

Exhibitor	Booth	Exhibitor	Booth
5.11 Tactical	434	IPVideo Corporation	207
AC & Associates	318	JANUS Associates, Inc.	227
Aggleton & Associates/LynStaar Engineering	538	John Jay College - Dept. of Security, Fire and Emer Mgmt	114
AlliedBarton Security Services	206	John Jay College - Dept. of Security, Fire and Emer Mgmt	116
Altronix Corp.	427	King 33 LLC	329
Alvarado Turnstiles	212	Kratos Public Safety & Security Solutions, Inc.	511
Ameba Technology	622	Kwantek	200
AMK9	625	Langbaum Associates, Inc.	517
ANRITSU	203	Lenel Systems International	224
Arecont Vision	218	Metro One Loss Prevention Services Group	439
Art Guard	537	Metrocom NYC	520
Asia Pacific Security Consulting Ltd.	220	MG Security Services, LLC	104
ASIS International	235	Milestone Systems	503
ASIS NYC Chapter	230	Mobotix Corporation	221
ASIS Councils	137	Morse Watchmans, Inc.	315
ATAP Northeast Chapter	110	MSA Security	504
ATI Systems, Inc.	416	Napco Security Technologies, Inc.	611
Autoclear	526	New York State Police	112
Automatic Systems	419	NYPS Shield	108
Avante International Technology	321	OnSSI (On-Net Surveillance Systems, Inc.)	409
AVIGILON	508	Optex, Inc.	509
Axis Communications	602	Palmieri Associates/Bosch Security	100
B&H Photo, Video, Pro Audio	522	Panasonic System Communications Company	417
Blueforce Development	610	Parabit Systems, Inc.	311
Boon Edam Inc.	614	Port Authority of NY and NJ	118
Briscoe Protective Systems Inc.	529	PPM 2000 Inc.	507
Brivo Systems	421	PROTECH/Protection Technologies	615
Building Intelligence, Inc.	608	QSA Global, Inc.	106
Celayix Software	423	Raptor Technologies, LLC	438
Chemring Sensors & Electronic Systems	219	Raytheon Cyber Products	316
COFFEE BREAK/AFTERNOON RECEPTION	433	Real-Time Technology Group	333
Detex Corporation	514	Tracktik	618
Digital Watchdog	217	Salient Systems	332
Electronic Interface Association (EIA)	516	Salto Systems Inc.	626
ELERTS CORP.	613	Secure Data	317
Elmridge Protection Products, LLC	527	Securitas Security Services USA, Inc.	307
Enkelson Security Inc.	309	Securitech Group, Inc.	426
Executive Protection Institute	428	Siedle Security Systems of America	305
F.M. Valenti, Inc.	411	Silent Circle	420
FLIR Systems Inc.	510	SmartWater CSI	214
EST21 America, Inc.	328	Smiths Detection	408
FutureNet Security Solutions, LLC	319	Social Discovery Corp	320
G4S Secure Solutions (USA) Inc.	535	Sumuri, LLC	518
GAI-Tronics Corp.	528	Team Software	407
Genetec	604	The LTI Group	326
Guardsmark, LLC	405	Thomson Reuters	208
Hayagriva Software Ltd	606	Total Recall Corporation	304
HID Global	323	Tyco Integrated Security	308
I.D. Sales and Associates, Inc.	616	Tyco Security Products	605
IDESCO Corporation	519	U.S. Postal Inspection Service	102
IDV Solutions	506	U.S. Security Associates, Inc.	415
IMapData Inc.	322	Ultimate Special Forces LLC	418
IndigoVision Ltd.	314	Visitor Pass Solutions/Data Management Inc.	406
Insulgard Security Products	327		

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**CALENDAR OF EVENTS****2014****April 18**

Chapter Meeting at Bobby Van's

**May 16**

Chapter Meeting at The Yale Club

**June 9**2014 ASIS NYC Golf Outing  
The Village Club at Sands Point**September 18**Evening Networking Event  
India House Restaurant**October 10**

Luncheon at Rosie O'Grady's

**November 7**Annual Breakfast and Learn  
MOMA**December 19**Holiday Event  
Hard Rock Cafe/Times Square**TSCM**Technical Surveillance  
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SALTO Systems offers an innovative system that secures and controls every type of door in the building (entrance, parking, interior doors, cabinets, glass door locks, exit devices and more), providing full control of the property and detailed information about employees and staff. Always looking to maximize productivity.

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- No wiring costs, simple installation and reduced material costs
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- Track all events happening in the property, such as battery status, access granted/denied and staff activities, with no need to go to the lock
- Encrypted high security credentials
- Smart battery management and innovative design
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