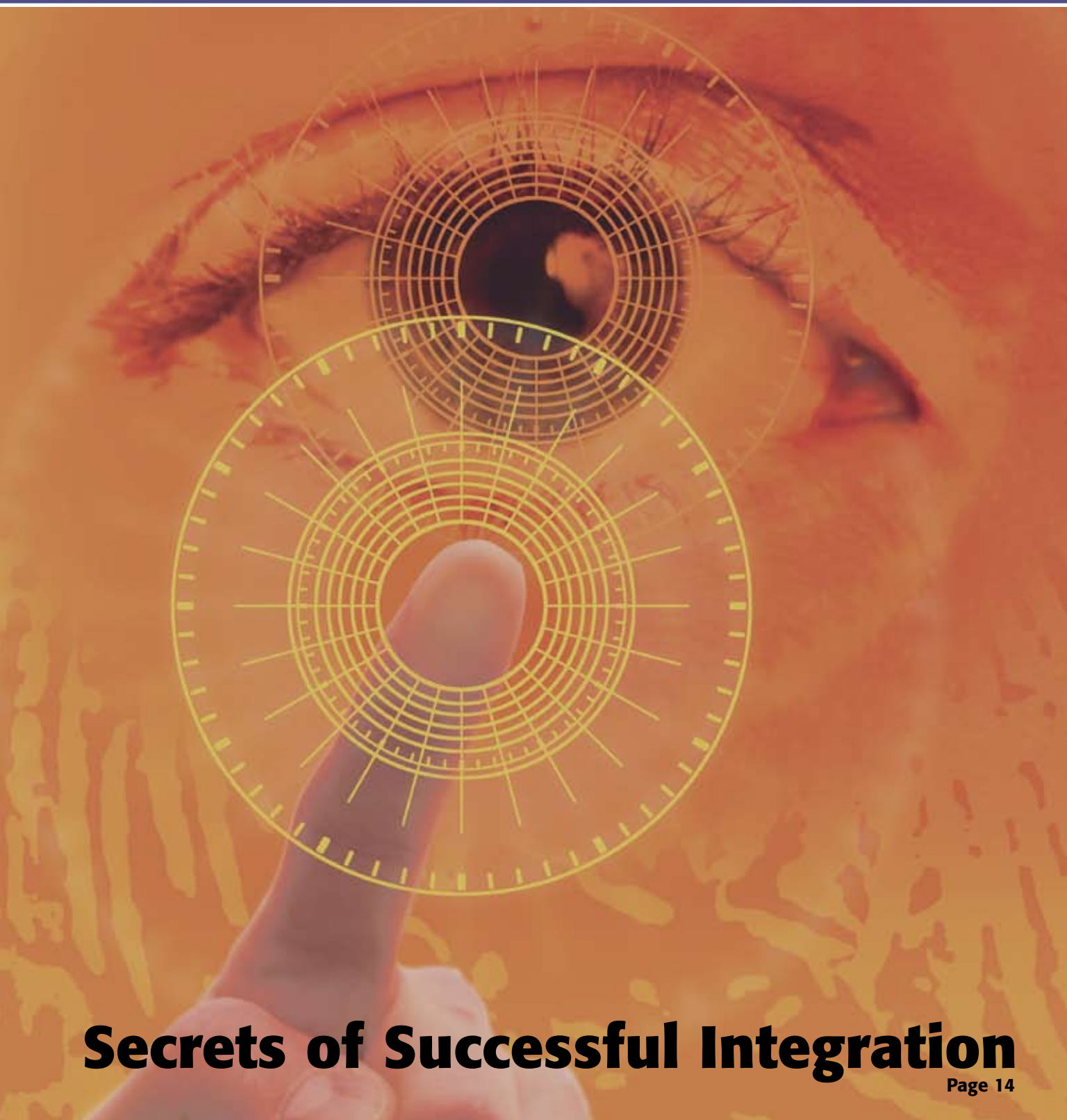


Winter 2008

# SECURITY DIRECTOR

ASIS International / New York City Chapter



## Secrets of Successful Integration

Page 14

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212 903-3909  
jchin@peninsula.com

### Chapter Vice Chairman

Lawrence Loesch  
212 328-0126 or  
800 810-2083 ext 1126  
lawrence.loesch@alliedsecurity.com

### Treasurer

Frank A. Bisogno  
Securitas USA  
212 312-1563  
frank.bisogno@securitasinc.com

### Secretary

Joette Faherty  
212 403-9231  
joette.faherty@schwab.com

## Advisory Board

Raymond L. Dean, CPP  
PEI Systems, Inc.  
718 937-0500  
ray@peisystems.com

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

Donald J. McGuire, CPP  
Bank of America  
646 313-7848  
donald.mcguire@bankofamerica.com

Wallace F. Millard  
Millard Associates, LTD  
718 225-8825  
wally1415@aol.com

John C. O'Reilly, CPP  
Goldman Sachs & Co.  
212 902-1208  
john.oreilly@gs.com

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

Joseph A. Spillane, CPP  
914 771-9134  
jspillane@msn.com

## Luncheon Reservations

Richard Lieberman  
718 706-3233  
917 921-6300 Cell  
rlieberman6@nyc.rr.com

## Committee Chairs

### CPP Certification and Recertification

Tom Detzel, CPP  
201 307-7354  
tdetzel@kpmg.com

### Law Enforcement Liaison

Patrick E. Kelleher  
212 670-1052  
pkelleher@exchange.ml.com

### Legislative Council Rep.

Joette Faherty  
212 403-9231  
joette.faherty@schwab.com

### Membership

Andrew Turk  
Turk Technologies, LLC  
516 520-TURK  
andrewturk@turktechnologies.com

### Program Co-Chairs

Donald J. McGuire, CPP  
646 313-7848  
donald.mcguire@bankofamerica.com

Keith Mulcahy  
Michael Stapleton Associates  
212 509-1336  
914 261-8089 Cell

### Placement

Erica D. Barr-Harrison, CPP  
Aims Testing, Inc.  
631 331-6001  
harrison99@mail.com

### Senior Members Advisory Council

Joseph A. Spillane, CPP  
914 771-9134  
jspillane@msn.com

### Student Auxiliary

Brian Dooley, CPP  
Brian T. Dooley & Associates  
718 835-3868  
bdooley@classicsecurity.com

### Trade Show Chairman

Raymond L. Dean, CPP  
PEI Systems, Inc.  
718 937-0500  
ray@peisystems.com

## Regional Leadership

**Senior Vice President**  
ASIS Region XVII  
Joseph N. Masciocco  
Security Integrations  
518 452-3505  
joem@securityintegrations.com

### Vice President

ASIS Region XVII  
Mario J. Doyle, CPP  
BuildingStar Security Corporation  
212 710-7880  
mdoyle@buildingstar.com

## Security Director Magazine

Mistina Bates, Editor  
Market It Write  
212 757-7572  
mistina@marketitwrite.com

Duane Pinkney, Business Manager  
Advanced Integration Security  
800 880-6855 ext 100  
dpinkney@ai-security.net

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# SECURITY DIRECTOR

## ASIS International — New York City Chapter

P.O. Box 1514 Wall Street Station New York, NY 10005

Email: [info@asisnyc.org](mailto:info@asisnyc.org)

Website: [www.asisnyc.org](http://www.asisnyc.org)

Editor's Message 4

Chairman's Message 6

## Feature Stories

Sacred Honor: Police Officer, Soldier, Patriot 8

A Full Circle Promise 12

## Technology

5 Questions to Ask Your Systems Integrator 14

How Smart Are Your Doors? 18

## Uniformed Security

The United State of the Contract Guard Industry 20

Forming a Partnership with Your Security Vendor 22

## Safety

Driving Safety Programs for Corporate Drivers 26

## Local Events

Qubad Talabani Speaks at NYC Chapter Meeting 30

People in the News 32

## Regional Events

Mark J. Mershon of FBI Speaks at Mid-Hudson Meeting 34

## Books

*Chinatown Beat* 36

## National Events

Live from Vegas 40

NYPD SHIELD Receives IACP's First Shanahan Award 44

Advertisers' Index 46



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Jewish Institute for National Security Affairs  
1779 Massachusetts Avenue, NW  
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Ph: (202) 667-3900 • F: (202) 667-0601  
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## Editor’s Message

As some of you may have noticed, there’s change afoot in the New York City chapter of ASIS International. And this issue of *Security Director* represents only the latest in a series of dramatic changes. New look, new sections, even a new—well, recycled—editor.

It’s an honor and privilege to return to this publication, especially now.

I’d like to thank all of the previous contributors who have shown their support with new, informative articles, as well as new contributors who are lending their talent and expertise. Thank you, also, to our advertisers for patiently waiting as we took the time to launch our first makeover in the magazine’s twelve-plus-year history.

Change is never easy. (Why else do you think they call it “growing pains”?) It demands courage, persistence and a thick skin. We’ve witnessed this as a chapter over the last year. Those involved with the magazine and last month’s gala have experienced this intimately during the past few months. But in the end, we are stronger for having survived the process—even if we ultimately revert back to our starting position. At least then, we know why we are following a certain course. We’re not moving blindly ahead.

The fact remains, however, that this organization is no stranger to change.

While hosting a black-tie gala may seem radical, what was it like almost two decades ago when someone (we won’t name names) suggested hosting

a security trade show? What about the decision in 1995 to publish a full-scale magazine in the first place? Or the launch of our now-annual scholarship program?

The changes of recent months—and those planned for the years ahead—simply continue the tradition of innovation and leadership that has characterized this organization throughout its first half-century. In refusing to accept the status quo, we embrace our heritage as we fulfill our global mission to advance the security profession.

Change, like so many other things, does not happen in a vacuum. It starts with a vision, but execution requires support. Again, to use the gala as an example, last month’s successful fête would never have come to fruition were it not for the collective enthusiasm and support of our members and sponsors.

We hope you like the changes you see here in *Security Director*, and we invite you to help us continue the evolution of this magazine. Send us your feedback, your articles, your successes. Let us know how we can serve your needs, and we’ll do our best to make it happen. ■

Regards,

*Mistina Bates*

Mistina Bates





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## Chairman’s Message

### Dear Members:

It seems like just yesterday that I unveiled our chapter’s new initiatives at the January 2007 luncheon, the first in our new venue. The last year has sped by with a few blinks, and our members have responded positively to the initiatives.

- Our luncheon attendance has grown by 25%, earning favorable comments.
- Approximately 70 candidates took part in our new certification programs in October and are participating in our new mentoring program.
- An outstanding line-up of diversified speakers has enhanced our luncheon CPP credit program.
- Our website has upgraded to accommodate the needs of our growing chapter.
- Our chapter is experiencing a surge in new membership as our numbers continue to rise.
- Our TTC (Think Tank Committee) has been busier than ever, running on overdrive to turn out new ideas and guide the chapter’s future.

Already, in 2008, we kicked off the year with our much-anticipated formal gala on January 24. This event celebrated our next 50 years of excellence and offered a festive opportunity to reflect on how our first half-century shaped who we are today. Our distinguished and honored guests General Richard B. Myers, USAF (Ret.), and New York Police Department Commissioner Raymond W. Kelly made the evening truly unforgettable with their insightful remarks. More importantly, all the funds raised went to two noble causes: the Wounded Warrior Project, which provides aid to U.S. veterans wounded in Afghanistan and Iraq, and our very own chapter scholarship fund.

To all of you who took part in this first-ever event, we thank you for showing your pride in our chapter’s rich history. For those who couldn’t attend, we look forward to having you join us in 2009.

We are proud to unveil the new design of an all-color *Security Director* magazine. As you are aware, our chapter has undergone some evolutionary changes. Throughout the year, we will continue to work with Mistina to create a magazine that reflects the many exciting changes within our chapter. You will see and feel the difference.

We are also exploring the possibility of re-branding our chapter identity. While many members love the apple logo, we plan to solicit ideas on a fresh look. The goal behind re-branding is to raise awareness among individuals and organizations that are unfamiliar with us. The re-branding will represent a monumental task in itself, but addressing our future needs means starting the process today.

In closing, I would like to again thank the fantastic members of our chapter for allowing me to serve as chairman. Volunteerism is hard on any level, but your positive comments and support encourage me to continue guiding us down the winding road of change. I wish you and your families the very best during the year ahead. ■

*Respectfully,*

*Jimmy Chin*



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## Feature Stories

### Sacred Honor: Police Officer, Soldier, Patriot

Vincent J. Bove, CPP



Lt. Mark H. Dooley

*“Mom, I have no delusions that reading or even hearing this letter read can fill my absence. Please forgive me for not being able to be there; but also remember that my leaving was in the service of something that we loved, and that most people can’t comprehend its scope. Cherish in your heart that it wasn’t done for any abstract reason like a flag or a foreign government’s success, but our sacred honor.”*

— Lt. Mark H. Dooley,  
in a letter to be opened only upon his death.

As I read the words of Lt. Mark Dooley’s letter to be opened only after his death, I was moved to tears and a deep reflection of the true meaning of honor, character and service. The letter, which was given to me by Mark’s mother, Marion, is a shining example of one young man’s courage in the face of a mission that might mean his giving his life. Mark was a devoted son and brother. His desire to preserve the principles of freedom that America stands for led him to careers in law enforcement and the military. I realized that the true meaning of honor, character and service was personified by the life and death of Lt. Mark H. Dooley.

#### Interment Ceremony

On Friday, July 13, 2007, I was privileged to attend the full military interment ceremony at Arlington National Cemetery of Army 1st Lt. Mark H. Dooley, 27, who was killed in Iraq on September 19, 2005. Lt. Mark Dooley was from Wallkill, New York, and was assigned to the 2nd Battalion, 172nd Infantry Regiment (Mountain), 42nd Infantry Division, Vermont Army National Guard, Jericho, Vermont. Mark would have celebrated his twenty-ninth birthday on July 15, 2007, two days after his remains were honored at Arlington.

I was invited to this solemn event by his parents, Marion and Peter Dooley. I met Marion Dooley at a school violence prevention presentation for the Wallkill School District in New York on November 22, 2006. Because I honor American military personnel at each of my presentations, Marion shared with me the story of her military sons.

The ceremony was profoundly inspirational, thanks to the devotion and presence of his parents; his brother Charlie, who also serves in the U.S. Army; and the many family members, friends, educators and military personnel (including the honor guard) who came to honor Mark Dooley and to remember him as a man of commitment, courage and patriotism. Although there are many vignettes that can be used to capture the event, I will never forget the expressive faces of those who honored Mark and the “clip-clop” of horse hooves in soothing cadence as they transported the caisson that carried Mark’s remains. It was the perfect orchestration of nature and emotions during the one-mile procession to Mark’s final resting place, as though even the horses understood, honored and sympathized with the gravity of the interment.

#### Testimonials

After the interment ceremony, Vincent Bove spoke with Mark’s family and friends about the life of this police officer, soldier and patriot.

**Peter Dooley, Mark’s Father  
Served in the U.S. Air Force**

“My son Mark was dedicated to the service of his country and to giving the Iraqi people the opportunity to experience the freedom and liberty, which we are so privileged to have.

“Mark was an example of the values of our society, which need to be resurfaced; character, honor, truthfulness, family, virtue, service, discipline and valor were very real to him. It is my hope that his life and death, along with all who have given the ultimate sacrifice to our nation, can inspire the return of these values to our country.”

**Major Jason Pelletier  
Mark’s Commanding Officer in Iraq**

“In Iraq, there were 163 personnel under my command, but when I think of Mark Dooley, the qualities of courage, candor and honor immediately come to mind. I was privileged to have him as one of my lieutenants, and he is truly the



example of everything that is best about the United States Military. Obviously, many other individuals felt the same way about Mark, based on the extraordinary presence here at Arlington of those who have come from so far to honor him.”

---

*“... but also remember that my leaving was in the service of something that we loved, and that most people can't comprehend its scope.”*

— Lt. Mark H. Dooley

---

**Leo Sladewski, Mark's Track Coach**

“Mark always had his eyes on achieving goals and was dedicated to persevering in anything he set out to accomplish. He was a long-distance runner for me in

high school who competed in the one- and two-mile events, which exemplify stamina, perseverance and confidence. These are the same qualities he had in everyday life—especially in his service to his country.”

**Jennifer Gravelle, Mark's Friend since 2002**

“Mark would come to my school and speak to my athletes and students. I was always proud to introduce him as a police officer and a member of the U.S. Army. He inspired students and encouraged them to step out of their personal shadows and to shine for others. As he always inspired me, Mark inspired these students to have a new sense of pride and appreciation for their country. One particular student, Zachary Henke, was inspired by Mark so much that he will attend Virginia Military Institute on a scholarship in the name of Lt. Mark H. Dooley.”

**Greg Murano, Police Officer  
Wilmington, Vermont**

“Mark... had a natural ability to be a friend, a dedicated family man, a police officer and a soldier. He was always unquestionably committed to anything he chose to do. When duty called, Mark Dooley served, and he never second-guessed the importance of serving friends, family, his law enforcement career or his country. Although he is gone, his memory will serve as a lifetime of inspiration to many people.”

**Dennis Coughlin, Police Officer  
Hartford, Vermont**

“One time, while on military duty, Mark was involved with setting up building clearing drills at Camp Johnson in Vermont. He encouraged his military superiors to allow a joint training ▶

*Family and friends honor the heroism of Lt. Mark H. Dooley on July 13, 2007, at Arlington National Cemetery.*



initiative with law enforcement from throughout Vermont. Due to his leadership, over 50 law enforcement professionals from all over Vermont joined in the training. He was all about partnerships, community and teamwork.

“My uncle, NYPD Sgt. John Coughlin was killed while on Emergency Services Unit detail on 9/11. He inspired me to become a cop. Mark continued this inspiration with his character, and I hope that I can have the positive influence on others through my lifetime that he did.”

*Ryan Anderson, U.S. Navy Supply Officer*

“During a difficult day in my life (after losing a scholarship because I was color blind), I was very low, and although it was Thanksgiving Day and Mark was with his family, he dropped everything to come to see me. My world was crashing in on me, and he encouraged me to remain positive, courageous, and to believe in myself despite my distress. I will never forget him. When he was killed in Iraq, I remember telling my dad that I had two best friends in life, my dad and Mark Dooley, and now I had lost one of them. I hope that I never have to experience that feeling again.”

*Marion Dooley, Mark's Mother*

“[Mark] had a unique sense of dedication, care and responsibility toward his family, friends, his military companions and his country. I remember the sensitivity in which he gave me a sealed envelope prior to his deployment to Iraq and his request that I promise not to open it unless he did not return. As promised, this document was only opened after his death, and I am confident that sharing it will allow everyone to have insight into the remarkable person who was my son.” ■

**Vincent J. Bove, CPP**

*Vincent J. Bove, CPP, is a nationally acclaimed leadership, character and security educator with more than 30 years of experience.*



Lt. Mark H. Dooley (Letter to Be Opened After His Death)

In My Absence

Dad, Mom and Charlie:

It is immensely hard to put into words raw emotion or put down on one piece of paper what you want people to remember you by. However, if you're reading this, then I am not able to convey either in person. The best thing I can state is how much I love all three of you. It was only by God's grace that I was born into the family that I proudly called mine. Parents whose unconditional love supported me through times that others would have surely given up, and a brother whose patience and pure heart set the example I could only hope to have imitated.

The defining points in my life were the times when I had hard realizations that everything Dad had tried to help me avoid came true. Those painful lessons made me the person that I am, and although I had always wanted to change them, I knew they all happened for a reason. Pappy, I always tried to think what you would have done, or how you would have handled a situation. The times that I succeeded were the times that I followed your example. My failures were the times that I chose to ignore your solid wisdom. The greatest boast I could ever make was that I was your son.

Mom, I have no delusions that reading or even hearing this letter read can fill my absence. Please forgive me for not being able to be there; but also remember that my leaving was in the service of something that we loved, and that most people can't comprehend its scope. Cherish in your heart that it wasn't done for any abstract reason like a flag or a foreign government's success, but our sacred honor. I love you, Mom. Your embracing love and support fueled the fire that burned through the hard times to keep me going. Don't be angry or let sadness dominate your heart, be proud. Remember that we will all be united again, and that God's knowledge is greater than we can understand. Faith insures us that his plan is the right way...

Charlie, I am so proud of you that it hurts just to think that I won't be there when you continue to grow and shine. God has infinitely blessed the world with your presence. Don't change, just continue to refine. Remember that a good run can make stupid small things disappear, and that a funny movie is well spent with family and friends. Most of all don't ever let restrictions be put on you—anything is possible. It is the perseverance that most of the world lacks.

Time will ease pain, and the best way to pay respect is to value why a sacrifice was made. Remember time is a gift, use it to enjoy life. My last request is that you continue to live fulfilling happy lives with God's hands holding you safely. I will see you all in God's perfect time...

With Loving Affection and Endearment,

Mark



Frank Santamorena, PSP  
Physical Security Professional

ASSA ABLOY  
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## “A Great Big 2007 Thank You!”

Many of you are aware that I serve as chapter chair for ASIS Mid-Hudson Chapter 137. And I am aware that many of you serve in volunteer positions for your local ASIS chapters. We all agree that our volunteer work is challenging and can be somewhat time consuming. But it is also very, very rewarding.

### “What’s in it for me?”

How many times have you heard someone say: “*What’s in it for me?*” I overheard an ASIS volunteer make the following statement: “*If I had known how much I would learn and how much support I would receive from other members, I would have become an active volunteer a lot sooner.*” What’s in it for you? How about that phone number of an ASIS member who you now know and is willing to help you out of a tough situation? How about that ASIS member that’s been there and done that?

### “My Network”

In 2008, I challenge each and every one of you to “**show up**” at your local chapter events. But more than just showing up, shake hands with your fellow attendees. They want to meet you just as much as you need to meet them. After the ASIS event, you’ll have more than just a collection of business cards. You’ll have a list of ASIS colleagues you can call on in times of need. I do and I thank each and every one of you.

### “Thank You”

So I want to close this year with “**A GREAT BIG THANK YOU**” to each and every one of you that I have had the pleasure to meet and greet at various ASIS International functions. I look forward to working closely with you in 2008.

---

Frank Santamorena, PSP, has over 20 years experience in the security industry, and also serves as Security Expert for the Discovery Channel hit show “It Takes A Thief.” Frank can be reached at [FSantamorena@AssaAbloyISS.com](mailto:FSantamorena@AssaAbloyISS.com). Please visit [www.AssaAbloyISS.com](http://www.AssaAbloyISS.com) for more information.

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## Feature Stories

### A Full Circle Promise

*Richard Cooper*

A promise made 22 years ago was realized last summer as America's first educator astronaut soared into space aboard the Space Shuttle *Endeavour*.

The loss of the Space Shuttle *Challenger* in January 1986 broke the hearts of seven families and a grieving nation. *Challenger* had the most diverse crew in spaceflight history, and the country had never experienced the loss of a spacecraft in flight before. The national grief was only compounded as classrooms across the United States and around the world awaited a high-school teacher from Concord, New Hampshire, to teach them from onboard the shuttle.



*In August 2007, 21 years after the loss of the Challenger, elementary school teacher Barbara Morgan became America's first teacher in space.*

Part of the team that readied the *Challenger* crew was a teacher from McCall-Donnelly Elementary School in Idaho. Selected as backup to Christa McAuliffe, America's first teacher in space, Barbara Morgan trained alongside Christa and the *Challenger* crew, prepared to step in, if necessary.

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*A promise made 22 years ago was realized last summer as America's first educator astronaut soared into space aboard the Space Shuttle Endeavour.*

---

Following the tragedy, Barbara took on the unfulfilled duties of McAuliffe, the *Challenger* crew and the Teacher in Space program. She worked with students and teachers whenever and wherever she could to help them understand that, through education, hard work and belief in themselves, they could reach the stars. The nation could have found no better teacher.

While she had a promise by then-President Reagan and NASA that she would have the chance to fly aboard the space shuttle and fulfill the Teacher in Space mission, Barbara Morgan became something more. Rather than simply be a teacher who went into space, she became a full-fledged astronaut capable of, and responsible for, doing many of the things that astound the rest of us on the planet. From flying training aircraft at amazing speeds and operating billions of dollars' worth of equipment, she has done it all while remaining the person she was from the very beginning: a teacher.

If there is any common denominator to the men and women who have traveled into space, gazed at the stars or built the rockets, computers, telescopes and technologies that make it possible, it is teachers. Without them, no astronaut or astronomer—be they Yuri Gagarin, Sally Ride, Edwin Hubble or Carl Sagan—could have transformed our knowledge of who we are and what we are capable of doing. We celebrate all of these individuals and their peers as heroes and pathfinders, but no hero or pathfinder begins their journey without someone offering direction along the way.



*Teacher-astronaut Barbara Morgan appears at a NASA press conference.*

By opening the books, putting the homework on the chalkboard and challenging us to learn more every day, teachers have opened horizons for all of us.

This past August, aboard Space Shuttle *Endeavour* and the International Space Station, another inspirational horizon was opened, once more by a teacher—this time, orbiting Earth at 17,500 mph. As the world's first Educator Astronaut, Barbara Morgan represented the character, spirit and capacity of teachers everywhere to learn about and share our own potential, and she, along with crewmates, showed the world once again the meaning of "the right stuff." ▶



---

*If there is any common denominator to the men and women who have traveled into space... it is teachers. Without them, no astronaut... could have transformed our knowledge of who we are and what we are capable of doing.*

---

Educators around the world could have found no better ambassador of their profession than Barbara and her friend and predecessor, Christa McAuliffe. These two women knew the greatest mission in life was unlocking the mind and potential of every person. Their respective spacesuits simply represented

their uniforms of choice for unlocking one more opportunity to share the experience of discovery and learning.

While 22 years is a long time between “assignments,” the lessons learned in between—and those that will follow the *Endeavour* flight—should give us all pause to think and thank those who made the journey possible: our teachers. ■

**Richard Cooper**

*Richard Cooper is a former NASA employee and the proud son of a retired teacher.*



*Barbara Morgan, a teacher from McCall-Donnelly Elementary School in Idaho, trained alongside Christa McAuliffe and the Challenger crew as McAuliffe’s backup.*

*In training for the space mission, Barbara Morgan became a full-fledged astronaut, learning to fly training aircraft and to operate the complex equipment aboard the shuttle.*



## Technology

# 5 Questions to Ask Your Systems Integrator... and 6 Things to Expect

.....  
*Raymond L. Dean, CPP*

Whether installing a new security system or retrofitting an existing one, an important step for an end-user to take is selecting the best systems integrator for the job. The selection process is not always easy, but it can be made more reliable by asking integrator candidates to answer specific questions, by sharing user expectations up front and by carefully weighing the responses.

It is easy to get lost in the technical-laden jargon some integrators use or in the standard boilerplate materials common to most companies looking to win a job. Cut through the haze by asking the following questions to help you make the



*Your integrator should select equipment based on your specific needs, not brand loyalty.*

best choice for your job and to develop reasonable expectations of your new “partner.” Start with several integrators, either taken from the yellow pages or, better yet, talk to your peers and get word-of-mouth recommendations.

**Do you have references?** You should expect any experienced integrator to have many satisfied customers, including several with successful installations similar in scope to your own job. Remember, in systems integration, the size of the jobs performed prior to yours does count. Don’t hire an integrator whose standard job is in the \$50K range to do a \$600K project. It is not just about doing the job; it is about doing your job... and doing it well. When all is said and done, the outcome of the project will reflect on your judgment and whether you made a correct decision.

Don’t just look at the list of references the integrator provides. Call the contacts to make sure that the installation and related issues were completed smoothly and met expectations. Request that the integrator set up a meeting with the reference (or do it yourself), and take the time to visit the site. Pay attention to the “neatness” of the wiring, and look inside the panels and control cabinets. You should expect to see completed work that you would be proud to “walk” your senior management through. Ask about the integrator’s response time when a problem develops. Find out whether the integrator displays a “sense of urgency” in a crisis when something goes wrong with the system.

**Can you provide a detailed cost estimate and anticipated completion date?** An end-user must have confidence in the final price and know when the project will be completed. You should expect both the cost and completion date to be met, barring any totally unforeseen problems or mid-job changes made by your organization. Make sure the integrator’s time lines match your company deadlines and leave enough leeway “just in case.”

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*Don’t just look at the list of references the integrator provides. Call the contacts to make sure that the installation and related issues were completed smoothly and met expectations.*

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**What special relationships do you have with equipment manufacturers?**

A thorough understanding of one product line may have some benefits, but as an end-user, you should expect your integrator to select equipment based on the specific needs of your project and not based on a particular brand. This is especially true in today’s market. Manufacturers are pressing their integrator dealers to provide end-to-end solutions using only their products. Yes, it’s nice to use only one manufacturer’s products, but only if those particular components are best of market for the job they need to perform.

**Do you have qualified IT personnel on staff?** With more and more security installations involving a computer network to transmit data (both access control and video information), you should expect your systems integrator to be able to work smoothly with your own IT department. Look for credentials that would indicate IT competence on the part of the integrator. Check those credentials, and talk to the IT departments they have worked with. ▶



**Who will be my project manager?**

This is a critical question. The Security Industry Association (SIA) has developed a certification course for project managers, and the leading integrators in the security industry have made an investment in this training. Several other organizations also provide similar training courses. Insist that a "trained" project manager be part of your project team. Know whom you can expect to deal with on a daily basis. Be sure you know how to contact that person quickly should you have questions or comments about the work at your site. Get a cell phone number and insist on getting the cell phone numbers of senior management. And ask to meet this person and take the time to get to know him or her.

**What to Expect**

From this point, you should have the necessary information to narrow your choices. Now, let's look at some basic expectations you should have for your integrator/partner. Here are six things that are reasonable to expect from any professional systems integrator.

- Expect regular updates on the installation from the project manager. You want to know not only that milestones are being met on time, but also to be kept aware of any problems that affect the completion of the project or the bottom line. During the project, you should make it your business to meet with the project manager on a regular basis.

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*Additionally, if it is important that the system have minimum downtime, make sure the integrator has the capability to supply service at any time.*

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- Expect the integrator's staff to conduct itself in a professional manner and work only during specified days and hours in order to keep interruptions to your business at a minimum. If certain aspects of the project need to be done after hours or on weekends, make sure the expectation is spelled out before the project starts. ▶

**Fact #1:** At least 32% of the contract security officers employed have worked in this industry before going to their current employer.

**Fact #2:** Not only will 1/3 of your security officer applicants have previous employment as a guard, but some of those 32% will try to hide this information by deliberately omitting one or more of those jobs from their applications.

## Your Problem?

Trying to determine *which* of those 32% will lie to you about it by leaving those previous employments off their applications.

If your applicants are leaving previous security employments off their applications in order to cover problems or terminations, *you have no way to know about it, especially if you use that application as a starting point for your background investigation.*

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- Expect that, if the job requires the use of subcontractors, the integrator's project manager will handle all dealings with these other workers. Also expect those subcontractors to adhere to the same high standards of conduct, professionalism and performance you anticipate from the integrator's staff.
- Expect that, once the job is finished, your site will be left clean and tidy. Do not settle for packing materials, cables or wire clippings lying about. All floors and carpets within the project area should be swept or cleaned. It is normal to expect minor, inadvertent damage to walls, doors and fixtures during installation. It is also reasonable to expect that any damage will be repaired before the integrator leaves the site.
- Expect the integrator to provide adequate training in the use of the newly installed security equipment. The amount of training should be discussed prior to acceptance of the proposal and spelled out as to hours and number of personnel to be trained. Your integrator should also supply operating manuals, as well as technical manuals for all components of the project.
- Expect that components of the system will fail from time to time. So make sure that your integrator has the ability to respond quickly to calls for service—even after hours and on weekends and holidays. You should expect your security system to be covered for a one-year period on both parts and labor. Pay particular attention to this during the integrator selection process. Some integrators

will give only a three-month warranty on parts and labor and then charge for any repairs thereafter. Insist on a one-year guarantee period, and make sure it is included within the price.

Additionally, if it is important that the system have minimum downtime, make sure the integrator has the capability to supply service at any time. And make sure it is included in the proposal you accept when you buy the job. ■

**Raymond L. Dean, CPP**

*Raymond L. Dean, CPP, is president and founder of PEI Systems, Inc., a 32-year-old New York City-based security integration firm. Dean is also a founding member of SecurityNet, a group of independent security system integrators chartered in 1991.*

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## Technology

### How Smart Are Your Doors?

*Frank Santamorena, PSP*

Most of us take for granted the intelligence built into our automobiles these days. Think about it: if a door isn't closed, you get a "door ajar" signal on your dashboard. If the car is overheating or the oil pressure drops too low, you get a signal. When you get low on gas, a warning on your dashboard alerts you. Some vehicles even tell you when the tire pressure is low or that you need to service your engine soon. This intelligence all runs on a CAN Bus, or Controller Area Network. Many components in your automobile have a CAN chip installed, giving those devices intelligence and providing valuable and useful information to the owner and operator of that vehicle.



So why shouldn't doors in commercial buildings be smarter? Why don't we take this proven technology and embed it into door components to create a "smart door" for buildings? One manufacturer already has.

#### How It Works

Each device installed on the door, while it looks just like its non-intelligent cousin, has a CAN chip installed. These devices communicate with one another for proper operation, while providing information for the owner and operator of that door.

Let's consider a common entry door equipped with a door operator to meet ADA requirements: an electrified exit device, an access control card reader, an ADA push button and power supply. The sequence of operation starts with pressing the ADA push button. The electrified exit device releases, and the door operator opens the door. After some time, the door operator closes, and the exit device relocks and secures the door.

In a non-intelligent opening, the door operator has no way of knowing if the exit device actually unlocked. It only assumes that that event has taken place and begins the opening sequence, based on instruction from a timer. But if the exit device did not retract for some reason, the door operator will still attempt to perform its function, eventually causing a failure in the operator.

In a smart door, each device "talks" to other parts of the system, so it knows if and when to perform its function. Now if the exit device does not retract, the operator will not attempt to operate and burn out a very expensive device.

Smart doors also send information about their usage, cycle frequency and general health of the door. In the above scenario, a signal could go to maintenance as soon as the door operator began using additional force to open the binding door. Maintenance could then respond and adjust the door before a critical failure.

Just as in the automobile above, we now have useful information for the owner and operator of our commercial door. We know when it opens, when it closes, whether it closes only or closes and locks, the number of cycles on the door operator or closer, etc.

## Ease of Use

The ease of installing and wiring smart-door components offers significant cost savings. The CAN Bus uses a four-wire topology: two wires for power and two for communications. All devices come with a pre-wired Molex connector for simple “plug & play” connectivity. And power requirements are self-regulating, meaning users can mix and match 12 VDC with 24 VDC components on the same system.

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*In a smart door, each device “talks” to other parts of the system, so it knows if and when to perform its function.*

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The owner receives a detailed report confirming that all components are installed and operating as specified. This confirmation prevents inadvertent use of substitute parts or parts not suited for usage of the door as specified. The system also monitors component tampering so they cannot be removed and replaced with inferior parts.

Events are monitored and logged to facilitate preventive maintenance, allowing the building owner to prevent problems rather than having to respond to them.

## Using the Customer’s Network

The technology uses a “gateway” to translate the smart door information to the management and security systems. This gateway can be IP addressable and reside on the customer’s existing network, eliminating the need to run additional cables to the door. Just as the industry has embraced IP addressable cameras, we now have a truly IP addressable door.

## About CAN

First and foremost, CAN is not proprietary; it is an open standard and detailed in ISO 11898 and ISO 11992 documents. CAN is not new. Intel Corporation developed the first

CAN chip in mid-1980. In 2005, the automotive industry alone used more than 200 million CAN chips, which are now available from over 40 suppliers.

At this time, one organization leads the CAN development with its smart door initiative. Because the technology uses an open standard, other manufacturers can, and eventually will, supply components.

Additional information about the Controller Area Network standard can be found at <http://www.can-cia.org>. ■

### Frank Santamorena, PSP

*Frank Santamorena is an ASIS board-certified Physical Security Professional (PSP). He also serves as Security Expert for the Discovery Channel hit show “It Takes a Thief.” Visit [www.AssaAbloyISS.com](http://www.AssaAbloyISS.com) to learn more about ASSA ABLOY’s smart door technology.*



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# Uniformed Security

## The United State of the Contract Guard Industry

*Nick J. Boelens*

In the United States, contract security guard services represent an estimated \$15 billion industry. The five largest service providers account for 45% of the market, while some 14,000 other companies vie for the remaining 55%. Today, only a few players have revenues of more than \$100 million, but the U.S. market still holds ample opportunity for future consolidation.

### Heavy Losses for Companies, Clients

As in the merger and acquisition of most service businesses, the value of a security guard firm lies in the contracts being purchased. Many security service acquisitions result in large losses during the first two years—up to 40% of total contracts. The reasons behind the losses are numerous and varied, but the results are always devastating to purchasers' return on investment.

At the same time, from the customer perspective, the loss of a valued service or a trusted security officer is equally unsettling. Many acquired companies suffer distressing results when their owners and employees are folded into the new corporate culture.

The entrepreneurial spirit and customer service philosophy that formerly characterized the firm suddenly become secondary to rate increases and bottom-line growth. The original entrepreneur may be asked to engage in contract bids that force him to scrimp on manpower and training to meet forecasted growth targets. In other cases, the business becomes simply another branch within a larger organization. The acquiring company forces out the previous leadership, and customers accustomed to personal service become anonymous account numbers.

### A Decade-long Evolution

This trend began over the past 10 years, when a significant number of the largest U.S. security guard companies took part in a series of well-publicized mergers and acquisitions. As a result, the industry witnessed widespread consolidation and even the elimination of century-old brand names.

A number of buyers came from abroad, with plans to raise the caliber and professionalism of the security officers in this country. While easily stated and an admirable concept, the task has proven difficult in the open U.S. market. Achieving this goal requires several key elements:

- Higher wages for security officers,
- Greater client commitment, and
- Need.

Unfortunately, the need became frighteningly clear on September 11, 2001, but the U.S. market has been slow to change. We have, however, achieved some progress. Many companies now require improved training and screening for security officers. Additionally, some states have begun to require up to 40 hours of mandatory training to receive a security officer license. And several states now require electronically scanned fingerprints of prospective officers, which can easily interface with state and federal databases to obtain background information.

### Cultural Differences

As a profession, security officers generally command greater respect in Europe than they do in the United States. The important role of security officers in Europe has evolved from need as many countries in that continent have contended with some form of violence and terrorism for decades. Consequently, officers' wages reflect this importance and, when combined with a large union presence, exceed a mere living wage.

In the United States, recent unionization of security officers has occurred in several major metropolitan areas; however, the highly fragmented market remains predominantly independent. With some notable exceptions, the U.S. security service market is relatively new to view security officers as valued members of the workforce and a necessary part of the corporate culture. ▶



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## Contract Services Today

The entrance of foreign investors into the U.S. security services market has simplified global contracting and brought the luxury of a single point of contact. Several of these security providers offer customers access to a network of offices that, in some cases, circle the globe. International presence can provide added value to customers who operate in, or plan to expand to, multiple continents. However, the clients who need these services continue to represent a very small percentage of the U.S. security services market.

The near-future consolidation of the U.S. security services market is unlikely to include the giant deals that characterized the past decade. Today, many European buyers are now focusing on Asia and Latin America, abandoning the "mature"

markets in the United States and Europe. At the same time, smaller mergers and acquisitions will continue to proliferate as many providers struggle with the rising cost of taxes, benefits and insurance. Price pressures will also fuel acquisitions as many clients continue to purchase security services as a commodity.

So what does the future hold? We expect to see several years of continued consolidation among security organizations with revenues of less than \$100 million. After that, the cycle of major consolidation will begin again. ■

### Nick J. Boelens

*Nick J. Boelens is vice president at Murdoch Security Group. He has been an active member of ASIS International since 1982, holding various leadership roles.*



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## Uniformed Security

# Forming a Partnership with Your Security Vendor

*Anthony Picciano*

A critical component of an organization's security program lies with the contract guard company employed. Because it has responsibility for the safety and security of people and assets, the vendor must use consistent, skilled labor.

However, that is not always the case.

Sadly, the guard industry does not enjoy a flattering reputation. An Associated Press article featured on New Jersey Congressman Robert E. Andrews's website draws parallels to low-paying industries with poorly compensated employees, inadequate training, unskilled labor and high turnover. The article, "Private guards weak link in homeland security" by Larry Margasak, states that "private security guards paid little more than janitors and restaurant cooks are guarding many of the critical security sites in the United States, usually with minimal or no anti-terrorist training." It continues, "Cutthroat competition by security firms trying to win contracts with low bids has kept wages low and high-level training non-existent."

Unfortunately, guard companies and their employees are often seen as interchangeable parts, easily replaced.

Organizations tend to blame the status of the industry on security companies that do not live up to their promises, while security companies blame organizations for not paying enough to support reasonable wage rates. The truth probably lies somewhere in the middle. While both sides may have valid points, a few simple, constructive steps can help an organization form a long-term, productive partnership with its contract security vendor.

## Seek Competitive Bids

The bid process is a time to set clear expectations and research vendor capabilities. Managers should create Request for Information (RFI) and Request for Proposal (RFP) documents tailored to the organization's specific needs. Outdated or general documents will have little value and may sabotage the integrity of the bid process.

The RFI asks general questions (e.g., logistics, financial history, structural capabilities, etc.) to filter out vendors that cannot handle the scope of work involved. By issuing an RFI, an organization can screen many vendors and quickly eliminate those that do not meet basic requirements. This process allows compilation of a larger, more competitive bidder list by reviewing basic qualifications of all vendor sizes rather than relying on the reputations of well-known national companies.

The RFP requests detailed information from the vendor. This document should be specific enough to glean useful information, but general enough not to lead vendor responses. Organizations should ask open-ended questions to determine if the vendor's response meets their requirements.

## Dig Deeper

A vendor's response to an RFP is usually a thick document with colorful charts and narrative extolling their superior methods and standards. In short, it's a professional marketing tool. Do not take answers at face value.

Standard RFP questions ask about training programs, management oversight, etc. Vendors have answered these questions before and have perfected language that

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shows them in the best light. And why shouldn't they? The very nature of the bid process pits vendor against vendor.

But not all companies have exactly the same standards. Take, for example, background checks. Most companies will claim that they conduct effective background checks. Further questions, however, can reveal differences in these checks. For example, are background tests conducted on an annual basis or only prior to employment? Is credit history investigated? Are background checks conducted internally or are they outsourced? What are the qualifications and experience levels of investigators?

Just a few pointed questions can reveal the differences in vendors' standard answers. Organizations should do their homework (e.g., review responses, compare answers to other vendors' responses, conduct financial analyses, reference checks, etc.), and use the opportunity during vendor interviews to address any concerns.

## Plan for the Future

The bid process will yield operational and financial standards, which should be outlined in detail in a contractual agreement, communicating expectations with the security vendor and allowing a means of enforcement.

Many security firms provide high-quality service. However, assuming that vendors will comply with all contractual and regulatory standards is dangerous. Relying on them to police their own service claims presents a conflict of interest. Inspections and supervision may not meet company standards. Guards may not receive proper payment. Background checks and training may not be conducted properly. These possibilities undermine security and raise potential liability.

Merely outlining standards in a contract is not enough, however. Without compliance audits, the contract is rendered worthless. Therefore, an audit clause and possibly a schedule of financial penalties for non-compliance of critical standards (e.g., background checks, training, etc.)

should be included in the contract, with audits conducted regularly. Many firms use financial assessments, commonly referred to as "liquidated damages," to ensure compliance. Before hiring a security guard vendor, the organization should establish a fair, consistent financial penalty system and include it in the contract, or develop a system with the vendor in a contract addendum.

If a non-compliant vendor knows the standards and anticipates enforcement, compliance will likely follow. Few actions send a clearer message than hitting someone in the pocketbook.

## Enforce Contractual Standards

Audits are key to enforcing contracts. The word alone makes people cringe, conjuring images of IRS agents rifling through your life with a microscope, dark suits and stern, humorless faces.

But audits can be an ally.

This tool can help organizations determine weak points and correct deficiencies before disaster strikes. Consistently reviewing records enables organizations to manage vendor expectations and help ensure future compliance. In fact, high-quality security vendors welcome audits as an opportunity to show clients how well they perform, thus solidifying their relationship and increasing the likelihood of retaining the contract.

Most contracts have audit clauses, but few companies exercise this option.

## Where to Start?

The first step to a comprehensive audit program involves developing SMART standards.

**Specific**—Avoid miscommunication and set clear expectations.

**Measurable**—Create quantifiable standards to determine compliance and permit enforcement.

**Achievable**—Establish challenging goals that are possible to accomplish.

**Realistic**—Make sure each standard supports your organization's goals and is cost-effective.

**Timely**—Set goals that can be performed within a given timeframe.

SMART standards are easy to measure and difficult to dispute. Because of its quantifiable nature, pricing is relatively easy to verify, but companies can also create measurable standards for other service areas.

Inspections, for example, are critical to the supervision of security guards. Standards may address qualification of the inspector (manager/supervisor), frequency of the inspections (daily/weekly), shifts inspected (day/night), and days of the week inspections occur (weekdays/weekends). Other standards may govern selection, training, turnover and invoicing, among other areas. Determining these standards will aid in contract development and allow effective audits.

Asking vendors to take part in developing standards gives them a vested interest in their performance and reduces the chance of miscommunication. Such collaboration also offers an opportunity to learn more about a vendor's systems and documentation standards so organizations know what to look for when conducting audits.

## Audits Are Mutually Beneficial

Audits do not have to be adversarial. Organizations can maximize vendor performance, manage costs and increase the effectiveness of the security program. Issues can be immediately identified and corrected. Additionally, audits allow vendors to show how effective their quality-control programs are, while differentiating themselves from the competition.

Creating and using an audit system to monitor security contractors makes good business sense for both parties and, over time, creates a strong, long-term partnership. ■

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### Anthony Picciano

A graduate of the Wharton School of the University of Pennsylvania, **Anthony Picciano** is chief executive officer of Veritas Vox. For more information about the company and its selection and audit services, visit [www.veritasvox.com](http://www.veritasvox.com).



**What do Security Directors at the leading financial, pharmaceutical, communications and energy companies all have in common?**



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*Tony Scott's*

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## Safety

# Driving Safety Programs: Problems (and Training Solutions) for Corporate Drivers

*Anthony Ricci*

Today's drivers have to deal with a crazy system we've all helped create. We're so busy that we've formed unsafe driving habits and patterns that are hard to change. But failing to correct these unsafe behaviors could literally become a matter of life and death.

To start, consider the morning commute. Ninety percent of us leave the house at roughly the same time—within a two- to three-hour window. We hustle to drop the kids off, maybe squeeze in the dry cleaners, and then to work we go. Just stop and think of the stress involved, racing off to work and allowing up to two extra hours for traffic delays.

Although we may not admit it, traffic is a very stressful part of our day. We need to negotiate our way through a constantly changing maze of potential hazards in enough time to get to work. Eight or so hours later, we find ourselves in the same position going the opposite way, battling our way home.

*We're so busy that we've formed unsafe driving habits and patterns that are hard to change. But failing to correct these unsafe behaviors could literally become a matter of life and death.*

### Dangerous Distractions

In addition, we must deal with outside distractions. The breakneck pace of modern society compels many people to use their commute time to make phone calls, check voicemail, check email, etc. The road holds enough distractions without our multitasking to help meet personal and professional responsibilities. The Occupational Safety and Health Administration (OSHA) reports that "distracted driving is a factor in 25 to 30 percent of all traffic crashes, which equates to 4,000 or more crashes per day."

We've all heard about taking our eyes off the road. Pursuing other in-vehicle activities effectively takes our minds off the road. When the mind wanders, we increase our perception and reaction time, which puts us closer to the hazard than we want to be. Perceiving or

recognizing a potential hazard is the first step in crash avoidance, and it is the most important step in creating the necessary time and distance for evasive action.

Another leading distraction is fatigue and drowsy driving. The OSHA website states that "drowsy driving causes more than 100,000 crashes per year, resulting in 40,000 injuries and 1,550 deaths. Drowsy driving can happen to anyone. A recent National Sleep Foundation study revealed that one-half (51%) of adults have driven while drowsy, and 17% reported having fallen asleep while driving within the past year."

Once again, think back to your average day. From dropping the kids off to going to bed, almost every second is accounted for. Some of us fill up free time with a second or third job to live a better lifestyle. Our demanding schedules feed the fatigue trap, often subjecting us to on-the-go diets and poor sleep patterns. This common cycle wears on us and represents one of the leading causes of crashes.

### Aggressive Driving

Many drivers feel that added speed will allow us to fit more into the day. Since there are so many traffic delays on the roadway, either from construction or accidents, it causes major frustration in already overwhelmed and stressed personalities. This, along with the added traffic congestion, can distress even the nicest of people and fuel the aggressive attitude that plagues our roadways today.

*A corporate driving safety program can increase awareness of these common dangers and protect the firm's workforce.*

When we get overwhelmed, we do not consider the potentially deadly consequences of a crash. Added speed ►





creates greater force and the risk of even greater destruction. A small increase in speed significantly impacts the forces acting on the vehicle. Doubling vehicle speed effectively quadruples the forces acting on the vehicle. This means it takes four times longer to stop or four times more force pushes into the tires that are trying to grip the road and keep the car from sliding.

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*When we get overwhelmed, we do not consider the potentially deadly consequences of a crash.*

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### Corporate Driving Safety

A corporate driving safety program can increase awareness of these common dangers and protect the firm's workforce. First and foremost, such a program needs to emphasize the use of seatbelts. The single most important thing a driver can do to reduce fatal injuries is to buckle up. The seatbelt not only prevents drivers from being ejected out of the car, but it also keeps the driver in position to access the brake, gas and steering wheel to help avoid a crash in the first place. The seatbelt acts as a performance tool more than a safety net. Drivers need to stay stationary in the seat to turn the wheel and avoid an obstacle. Facts show that seatbelts save lives, and every state with a mandatory seatbelt law has seen a drop in automobile fatalities.

Training should also educate employees on how to use their vehicles at a higher level. A successful driver's triangle includes a well-trained, skillful driver who understands:

- His or her capabilities and limitations,
- The vehicle's limitations, and
- The environment that he or she is driving in.

Unfortunately, most people think they are excellent drivers. But only a small percentage knows if they have ABS or non-ABS braking systems, how to use the system they have, what the airbags really do, what traction control is and

how it helps, how long it takes for a car to stop at average highway speed, etc. We all can learn something from a well-planned driver training class. Even drivers with clean records can learn more about how the eyes and mind work together to help with traffic navigation and how the car really operates.

### Employee Support

How do you convince confident employee drivers to take part in a driver-training program? A well-designed internal marketing campaign can work well. Such a campaign need not be expensive, but it should provoke meaningful chatter and discussion. ▶



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Often, defensive driving programs are used as disciplinary action, punishing people for getting into an auto accident. This approach sabotages the educational opportunity and will be received negatively by employees. Buy-in under these circumstances won't happen, and companies would have more success firing any employee that gets in more than one crash.

The program must be educational and presented as a proactive means of

*Companies need to be selective in choosing their training partner. In evaluating schools, customers should ask about the training philosophy, instructor style and the curriculum.*

helping your employees get home to their families safely. Some companies have effectively used driver training as a

team-building effort. A driver-training program should be more than a forced event; it should be fun and interesting, an educational day that employees enjoy. This approach takes some work to develop but proves more beneficial in the long run.

Other ideas for incorporating driver safety training into a corporate culture:

- Include driver training with the regular corporate training for new hires.
- Schedule a driver-training program as part of the annual sales meeting, a day in the field away from the classroom.
- Post safe driving posters up in lunch/break areas.
- Advertise a driver safety and awareness program in company newsletters and other employee communications.
- Encourage employees to talk about their training. Document success stories, as well as accidents. They should have a way to communicate near misses and lessons learned.

### Your Training Partner

Companies need to be selective in choosing their training partner. In evaluating schools, customers should ask about the training philosophy, instructor style and the curriculum. It's important to find a school that works well with the client's corporate culture, one that takes the time to tailor training to meet the company's specific needs at that time. Foundation training can be general, but as time goes on, different issues need to be addressed. The right training school will modify its tactics to accommodate your employees' and your company's unique needs over a long-term partnership. ■

### Anthony Ricci

*Anthony Ricci is president of Advanced Driving & Security Inc., one of the nation's leading security driver/fleet safety driver training schools. He is a published author with columns in American Cop Magazine and The Counterterrorism Journal.*



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## Local Events

### Qubad Talabani Speaks at NYC Chapter Meeting

Qubad Talabani, representative of the Kurdistan Regional Government (KRG) to the United States, was the featured guest speaker at the November 9 luncheon of the New York City chapter, held at The University Club in Manhattan. The son of Iraqi President Jalal Talabani shared a firsthand account of the U.S. influence in post-Saddam Iraq.

“The people of Kurdistan are prospering as never before,” Talabani said, even though such stories don’t appear in *The Washington Post* or *The New York Times*.

According to Talabani, the Kurdish people “share your values. We share your enemies...We’ll be a success story not just for the Kurdistan Region, but for Iraq, and we will contribute to the national reconciliation process.”

He said that many people in Iraq are concerned about increased U.S. focus on Iran and urged the audience to remain patient with the process, as Iraq grows and transitions into a democracy. “We would like to request your continued patience with what we are trying to do collectively: ▶



Qubad Talabani addresses attendees of the New York City chapter luncheon on November 9, 2007.

From left: Steve Chupa, President, ASIS International; Jimmy Chin, Chairman, NYC Chapter; New York State Senator Vincent Leibell; Oksana Farber, Vice Chair, Law Enforcement Liaison Council, ASIS International; Qubad Talabani, Representative of the Kurdistan Regional Government to the United States; and Michael Farber.



trying to build a country from the ground up, from a devastated ground up.”

*“The people of Kurdistan are prospering as never before...”*

Prior to Talabani’s comments, John Fernandez of the Wounded Warrior Project addressed luncheon attendees. He shared the history of the organization, which was founded in 2002 to support wounded veterans of the wars in Afghanistan and Iraq. Fernandez was among the first troops to land in Iraq on March 19, 2003, and he was wounded two weeks later, ultimately losing both his legs.

Today, Fernandez runs the New York office of the Wounded Warrior Project, one of the beneficiaries of the New York City chapter’s Gala Dinner Celebration and Fundraiser on January 24, 2008. ■



Donald Kasten (left) of Advantage Security stands with John Fernandez of the Wounded Warrior Project.

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## Local Events

### People in the News

**Vincent J. Bove, CPP**, received the prestigious FBI Director's Community Leadership Award. Presented on behalf of the Director of the FBI, the special award was created in 1990 to honor individuals and organizations for their efforts in combating crime, terrorism, drugs and violence in America.

Bove also served as a facilitator and mentor during the 22nd Annual National Conference on Ethics in America, held in October 2007 at the United States Military Academy at West Point.

Effective January 1, 2008, **Kevin Cassidy** now serves as Vice President, Global Head of Security for Reuters. In this newly created role, Kevin is responsible for coordinating the security policies for Reuters worldwide, leading a team of skilled security professionals.

New York City Chapter Chair **Jimmy Chin** received the Department of Hospitality Management's Outstanding Industry Professional Award. The award honors Chin for his "dedication to the hospitality management industry and [his] contributions to New York City College of Technology." Chin is director of risk management at The Peninsula New York.

Director of Instruction **Robert Donnelly** of the New York Fire Safety Institute recently announced the first-ever online Emergency Action Plan (EAP) course for EAP directors in New York. For more information, visit [www.nyfsi.com](http://www.nyfsi.com).

**Mario J. Doyle, CPP**, has been promoted to Vice President at BuildingStar Security Corporation. Mario will continue to manage and direct the activities of the New York and New Jersey branch offices. BuildingStar Security Corporation provides uniformed security services in the New York and New Jersey metropolitan areas.

In addition, the Long Island chapter of ASIS International has appointed Doyle to serve as Regional Vice President of ASIS International. Mario will oversee one of the organization's largest regions, which currently has eight chapters in the State of New York.

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*Congratulations to these men and women on their achievements. Send your news items to [sdmag@asisnyc.org](mailto:sdmag@asisnyc.org) for inclusion in future issues.*

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ASIS International has named **Oksana Farber**, former secretary of the New York City chapter of ASIS International, as the organization's national Vice Chair of the Law Enforcement Liaison Council. The appointment recognizes Farber's four years of service, during which she worked with local law enforcement to help develop and maintain information-sharing programs like SPIN, SCAN and NYPD SHIELD. Farber is vice president of operations for Long Island-based insurance firm Hiram Cohen & Son, Inc.

**Patrick Murphy**, formerly of CitiGroup, joined Sabre Integrated Security Systems as president. Murphy retired from the New York City Police Department after 21 years of decorated service. His department achievements included multiple commendations and Meritorious Service Awards, as well as the Medal of Valor.

*Security* magazine has selected **John Nemerofsky**, President of TSS International, as one of the publication's "Top 25 People in the Security Industry." The accompanying article cited Nemerofsky for establishing himself as "a leading entrepreneur within the security industry" during his 20-plus-year career.

Sharp Global Partners, a New York-based security consultancy led by President **Donna Sharp**, has been selected by the U.S. Customs and Border Protection (CBP) to participate in a pilot program to conduct security validations in China on their behalf.

**Robert Strang**, CEO of International Investigative & Security Company, served as a keynote speaker at the November 2007 Executive Roundtable Series in Mexico City. Enterprise software firm iRise co-sponsored the event with PKV Racing. Strang's presentation addressed "Safety and Security in a Global Economy."

**William C. Vassell**, Chairman and CEO of Murdoch Security Group, recently acquired Lansdell Protective Agency and A-Z Security & Investigations, two leading security firms in the New York market. The company's newest group partners bring six decades of combined expertise in serving the banking, shipping and high-end retail sectors.

A study group of retired NYPD captains—Vice President **Peter Fusco** and Senior Vice President **David Reiss** of Classic Security and **Mark Watenberg**, Director of Security at Hilton Times Square Hotel—have successfully achieved the CPP designation. ■

### We Want to Hear from You!

Please contact the editor of *Security Director* at [sdmag@asisnyc.org](mailto:sdmag@asisnyc.org) to share your accomplishments with fellow chapter members (e.g., awards, promotions, new jobs, etc.).



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## Regional Events

# Mark J. Mershon of FBI Speaks at Mid-Hudson Chapter Breakfast Meeting

*Frank Santamorena, PSP*

Mark J. Mershon, Assistant Director in Charge of the Federal Bureau of Investigation, delivered the keynote address to a full house of security and law enforcement executives at the ASIS Mid-Hudson Chapter 137 Annual Breakfast Meeting on October 18. The event took place at the Class of 49 Lodge at West Point.

Chair Frank Santamorena, PSP, opened the program and introduced Senior Regional Vice President Joe Masciocco of the Hudson-Mohawk (Albany) chapter. Masciocco shared a brief, but powerful message, emphasizing the importance of diligence in community service. He stressed the security professional's mission, reminding attendees that security is a

serious business. "The safety and security of America relies on us," he said.

Masciocco expressed pride in belonging to an organization like ASIS, one that has emerged from the vision of five security companies to include more than 33,000 members internationally.

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*"Try to be everywhere," [Mershon] told his audience of security leaders, "because your presence means that you care."*

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A key element of the organization's founding vision involves fostering greater cooperation between public law enforcement and private-sector security. Throughout his career with the Bureau, special guest Mark Mershon has

championed public-private cooperation. His team-oriented focus is one of the factors that led to his selection as 2007 Person of the Year by the New York City chapter of ASIS International.

At the West Point breakfast, Mershon spoke as a leader who values integrity and who has great respect and pride in the FBI and the agents that he supervises. He talked candidly about his experiences in working with outside agencies and with the media. Mershon told attendees that he was once asked, what is the most important thing the FBI does? His response: "Learn the truth and report it with integrity." He emphasized that there should be no spin; it is important to own up to mistakes.

Mershon offered his perspective on cooperating with other law enforcement agencies, and he spoke proudly of his relationships with the NYPD, as well as with MI-5. He spoke of the importance of experience and used his own development through assignments in Denver and San Francisco to illustrate personnel and leadership development. Mershon emphasized the need for leaders to approach their tasks with vision and courage, to be willing to do what it takes to get the job done, and to do so with integrity.

"Try to be everywhere," he told his audience of security leaders, "because your presence means that you care."

Following a question and answer session, Santamorena presented Mershon with a plaque on behalf of the Mid-Hudson chapter, thanking him for attending the breakfast and for delivering a riveting and inspirational presentation. ■

*Pictured are, from left, Mark Mershon, Assistant Director in Charge, FBI; Frank Santamorena, PSP, Chairman, Mid-Hudson Chapter; and Lt. Colonel Robert Brown, Provost Marshall, West Point Military Academy.*



### Frank Santamorena, PSP

*Frank Santamorena is an ASIS board-certified Physical Security Professional (PSP). He also serves as Security Expert for the Discovery Channel hit show "It Takes a Thief." Visit [www.AssaAbloyISS.com](http://www.AssaAbloyISS.com) to learn more about ASSA ABLOY's smart door technology.*





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Since 1983, William “Bill” Vassell has distinguished himself in the security arena as both an entrepreneur and industry leader. He founded the Murdoch Security Group in 2004, his second security service company. Vassell built his first enterprise into a publicly traded security firm with \$100 million in annual revenue.





## Books

### Chinatown Beat

Liz Martinez

*Every cop has stories—some of which are true, all of which get better over time.*

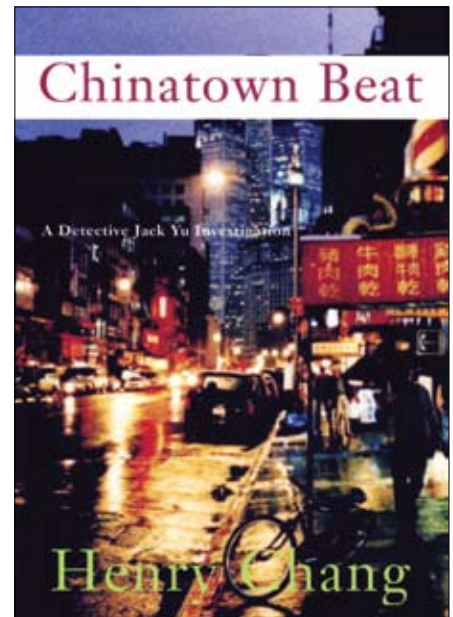
This maxim applies to private security professionals, as well as public safety officers. In fact, the security industry may be responsible for the wackiest, most outrageous stories ever to be overheard in a barroom. So it's no surprise when a security director redirects his talent from keying in reports to typing out a manuscript.

Security director Henry Chang captures the essence of Chinatown in his debut novel, *Chinatown Beat*.

Henry Chang, an experienced security director, has channeled his energies for noting details, determining motives and painting vivid pictures into writing novels. Chang pulls the reader inside the characters' minds and swirls in a thick helping of atmosphere.

#### The Real Chinatown Stories

Set in Manhattan's Chinatown, Chang's first novel, *Chinatown Beat* (Soho Press, 2006), was released in hardcover November 2006 and in paperback in



Now available in paperback.

November 2007. The book explores the underbelly of the day-to-day life of Chinese emigrants to the Big Apple in the late twentieth century. Told as only an insider can—Chang is Chinatown-born and -bred—the novel explores the journey of a gangster called Lucky and an NYPD Detective, Jack Yu.

*Every cop has stories—some of which are true, all of which get better over time.*

Yu faces prejudice from those inside the Chinese community for being a cop, as well as from his police colleagues because he is Chinese. But as he is drawn into an investigation that leads through the gritty underworld of Chinese organized crime, Yu finds answers in both modern police technology and traditional Chinese solutions.

*Chinatown Beat* features short chapters woven together in a gripping narrative that captures the essence of Chinatown. The title reflects the rhythm that pulsates through the novel, drawing the reader into another world. ▶



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## The Streets of Chinatown

The book's title could also reflect the chronicling of an era that is Chang's trademark. "I began writing accounts of the Chinatown streets years ago," he says. "I wrote short stories about Chinatown life during one of its most violent periods. I lost some friends to the gangs. There were so many dark stories."

He wanted to tell stories about Chinatown. "The ones that nobody else was writing. I felt compelled to get these stories out and to be honest.

"I see fragments of myself in the characters. I'm not like Lucky the gangster or Jack the cop, but I know them."

Before *Chinatown Beat* was published, a couple of stories that would become chapters were anthologized in *On a Bed of Rice* (Anchor, 1995), edited by Geraldine Kudaka, and *The Nuyorasian Anthology: Asian American Writings on New York City* (Asian American Writers' Workshop, 1999), edited by Bino A. Realuyo, Kendal Henry and Rahna Reiko Rizzuto.

*Henry Chang appears with fellow published author and ASIS member Liz Martinez.*

In the meantime, he shaped the stories into the manuscript for *Chinatown Beat*, and then... "I threw it in the closet," he admits.

Although it was important to Chang to record on paper the stories of Chinatown before he forgot them and they were lost forever, he was also busy working. He studied industrial design at Pratt Institute and worked in that field before a friend lured him into security. He rose through the ranks from standing post as a guard to becoming a security director at a large hotel, and from there, to top security dog for a large retailer.

Several years ago, he met and worked with ASIS NYC Chapter Chair Jimmy Chin, who, Chang says, is "a legend. You can guess how many Chinese-American security directors there are," he adds. "When the two of us are in a room together, I think, 'How does this happen?' I'm so impressed with him."

He was on his way home from work one night when he ran into an old friend and started reminiscing. His friend revealed that she had a connection with the publishing industry and asked to see some of Chang's writing.

## Winning the Lottery— Or Just Life?

He sent the manuscript to his friend, and she thought it was fabulous, he recounts. "I thought she was just trying to be nice, but she asked me whether she could send it to someone else." A week later, Chang got an offer from an agent interested in representing him and trying to sell the work to a publisher.

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*[Chang] wanted to tell stories about Chinatown. "The ones that nobody else was writing. I felt compelled to get these stories out and to be honest.*

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Six months went by with little interest, and Chang was glad he still had his security job. Then, after 10 months, he received the call from his agent, who had sold the book to Soho Press. A year later, the book hit the shelves.

To his fellow security professionals interested in penning a novel, Chang advises, "If you're passionate about something, write it down, even if it's two or three pages at a time. Put the pages into a box, then look in the box and see how many important things you've recorded," he says. "Apply the same dedication and observation of details that you practice in the course of your work to your writing, and you'll have something great."

Chang is preparing to release a second book in what will be a trilogy of Jack Yu novels. Next up is *The Year of the Dog*, which will hit the shelves sometime in 2008, to be followed by the third book. ■

## Liz Martinez

*Liz Martinez is a member of the New York City chapter of ASIS International and serves on the Retail Loss Prevention Committee. She is a New York State investigator and the author of a non-fiction retail security book, as well as of short fiction.*







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# National Events

## Live from Vegas

*Erica D. Harrison, CPP*

Impact! That's the first reaction at seeing hundreds of booths in the exhibit hall at the Las Vegas Convention Center for the ASIS International 2007 Show this September. Dozens of companies were on hand, lined up in rows one after the next, stretching through a building that goes on for city blocks.

Some were represented at simple displays, others with spotlights and two-level digs. All gave purchasers opportunities to choose among myriad suppliers of hardware, software and security services.

One man, viewing computer screens at adjacent booths, all showing networked video feeds from dozens of cameras on premises said: "Digital quilting-bee!" And indeed, the little squares that showed people walking by actually met that description.

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*... as the exhibit hall attests, if our industry fails at anything, it's not a lack of choice.*

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Surprisingly, after all the years of people working with video cameras and the advances in digital technology, it was still

common to see distorted images on the displays and unnecessary shadows across faces. Unfortunately, camera placements often precluded comparing image quality from one product to another.

However, as the exhibit hall attests, if our industry fails at anything, it's not a lack of choice. More likely, the biggest difficulty is providing potential customers with easy ways to distinguish between different products and to understand what is unique or particularly beneficial/useful about specific items. Do I choose this wireless network relay system or another one? Why?

Meanwhile, hats off to 3M for simply placing a "Starbucks-like" coffee station ▶

*The New York City Chapter donated \$3,000.00 to the ASIS Foundation at the dinner held in Las Vegas at the Annual Seminar on September 26, 2007. The donation will fund scholarships, research grants and special projects important to the growth of the industry and profession. Pictured, left to right, are David Davis, CPP; Judy Matheny, CPP; Eduard Emde, CPP; Linda Florence, CPP; Oksana Farber, then-Secretary, NYC Chapter; and Peter Mazzaroni, CPP.*





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at their booth and showing simple displays of their privacy screens. These plastic filters for laptop and desktop monitors make it difficult for roving eyes to view your screen while you are working or even answering their questions.



*Ingrid Balady stands with Henry DeGeneste, former chair of the NYC chapter.*

If you could drag yourself from the spotlights and displays and into the seminar sessions, you came away with some good tidbits worth absorbing and putting into practice.

From James E. Lukaszewski, ABC, APR, Fellow PRSA, CCEP, on “Why Should The Boss Listen To You?”: “One of the great insights into becoming a trusted advisor and having a greater involvement in the strategic decision-making of an organization is recognizing that the interests, concerns and issues faced by the person you’re advising are more important than any issue, concern or question you may face... Put yourself in your leaders’ shoes, look at the world from their perspective, and apply the special knowledge, abilities and insights you bring to the table to their issues, but from their perspective.” No wonder it’s so hard to do.

From the “Force Protection” presentation, sponsored by the ASIS Military Liaison Council, the presentation by Commander Andrew N. Gale, CPP, offered a Canadian perspective. Gale’s material included comparing force protection to business resiliency. One of his quotes sums up

the breadth of the problem as [we move from] “addressing the cold war bear to an asymmetric pit of snakes.”

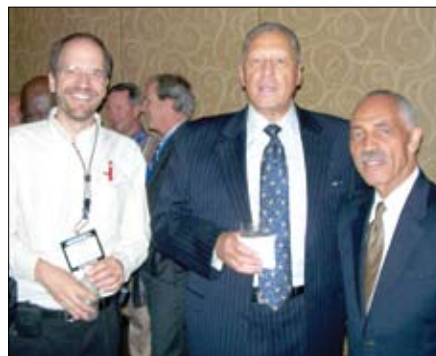
Mr. David G. Patterson, CPP, PSP, CFE, spoke about pandemics and business continuity planning. His material reinforced the assumption that an avian flu epidemic would most likely affect small businesses severely.

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*If you could drag yourself from the spotlights and displays and into the seminar sessions, you came away with some good tidbits worth absorbing and putting into practice.*

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Since we were in Las Vegas, it was fitting that Alan W. Zajic’s presentation on “Gaming Environments: Managing Security in Nightclubs and Bars” was a special event. Zajic, a consultant and instructor at the University of Nevada, Reno, can elicit smiles while dealing with some serious material. In overcrowded alcohol- and hormone-fueled environments, a misunderstanding can become an altercation in a flash. If you are responsible for ejecting two parties involved in a fight, use separate exits.



*Pictured are, from left, Mark Berger of Securitech, Raymond Dean of PEI Systems and Henry DeGeneste of the Security Directors Advisory Group.*

Gregory Bretzing and Dennis Lormel’s presentation on “Combating the Financing of Terrorism” examined the many shared characteristics between organized crime and terrorist groups.

Common traits included the following: engaging in corruption, threatening violence, requiring specialists, needing to recruit new members, using network and cell-based structures, requiring safe-havens, and having money laundering as essential operating tools.



*Charles Duffy of the Federal Reserve Bank in New York smiles for a photo with Erica Harrison, former editor of Security Director magazine.*

For those having difficulty getting Generation X employees to operate with the same motivation as some older workers, Marlene A. Palkovich, Ph.D., recommends tuning into their view of the universe. When younger people have the technology skills that are in demand, they don’t settle for staying with one company for their entire careers. Sometimes, their tenure may last only a year or two, and it does not affect their marketability or income potential. They don’t view their employment in the same way older colleagues might. And they are less trusting of organizations based on the very real corporate corruption they’ve seen in the current business environment. Certainly food for thought as businesses seek to grow in this day and age. ■

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**Erica D. Harrison, CPP**

*Erica Harrison, CPP, former editor of Security Director magazine and president of AIMS Testing Co. Inc, chairs our chapter’s Placement Committee. She also chairs the seminars and speakers committee for the chapter’s annual trade show. Harrison can be reached at erica.harrison@gmail.com and at 631 331-6001.*



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## National Events

# NYPD SHIELD Receives IACP's First Shanahan Award

**Oksana Farber**



Photo: David Hatfcox (Arlington, VA)

*Pictured in the photo, left to right are: Det. Kathleen Thompson; Oksana Farber, LELC; and Lt. Raymond Martinez.*

The International Association of the Chiefs of Police (IACP) recognized NYPD SHIELD as the inaugural winner of the Michael Shanahan Award for Excellence in Public / Private

Cooperation. The award ceremony took place at the IACP Annual Seminar in New Orleans on Sunday, October 14, 2007, and was presented by the Private Sector Liaison Council.

This award recognizes the powerful and continuing physical example of cooperation, reciprocity and liaison rapport demonstrated through the work of NYPD SHIELD. The honor also commends the program's scope and reach in creating a major positive influence on the overall public safety and continuity survival goals of the community at large.

Lieutenant Raymond Martinez, who accepted the award on behalf of NYPD SHIELD, manages the daily operations of the program at the NYPD Counterterrorism Division. "It is an honor for the NYPD SHIELD unit to have been selected to receive this award," said Martinez. "It is a direct result of the relationships forged with the private sector business community,

ASIS International and the IACP. We are especially grateful to Oksana Farber for all of her help, support and friendship." Farber, vice chair of the ASIS Law Enforcement Liaison Council, nominated NYPD SHIELD for the award.

"The success of the NYPD SHIELD unit is largely due to the diligent, cohesive and professional efforts of the entire NYPD Counterterrorism Division," continued Martinez. "We are grateful to Commissioner Raymond Kelly for his guidance, vision and leadership."

The New York City chapter of ASIS International has enjoyed a productive and affectionate relationship with the New York Police Department for many years. The chapter's officers and members extend sincere felicitations to a truly outstanding group of dedicated law enforcement professionals, who protect and serve the City of New York very well. ■

**Oksana Farber**

*Oksana Farber serves as vice chair of the Law Enforcement Liaison Council for ASIS International. She is vice president of operations at Hiram Cohen & Son, Inc., a leading insurance firm.*



### The New York City Chapter of ASIS International Congratulates a Great Team.

**Richard A. Falkenrath**, Deputy Commissioner for Counterterrorism. Responsible for overall strategy and development of policies for the Counterterrorism Bureau.

**Jonathan Duecker**, Assistant Commissioner for Counterterrorism.

**John J. Colgan**, Assistant Chief, Commanding Officer Counterterrorism Bureau.

**Michael E. O'Neil**, Inspector, Commanding Officer Counterterrorism Division.

**Peter J. Winski**, Deputy Inspector, Executive Officer Counterterrorism Division. Manages overall NYPD SHIELD program.

**Raymond Martinez**, Lieutenant. Oversees daily operations of the program.

**Stephen Iannone**, Sergeant. Oversees membership outreach and training.

**Carl Root**, Sergeant. Oversees administrative duties and website.

**Charles Ambio**, Detective. Website content manager, prepares presentations and trains organizations.

**Kathleen Thompson**, Detective. Coordinates training seminars, meets with members and trains organizations.

**Brian Kalbacher**, Detective. Meets with members and potential members and trains organizations.

**Brian Hastings**, Detective. Manages alerts and uploads website content.



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- ▶ Garda 19
- ▶ Guardscreen 15
- ▶ Harvard Protection 18
- ▶ Healthcare Association of New York State (IntegrityWorks) 27
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- ▶ Mulligan Security 5
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- ▶ Winfield Security 43
- ▶ Xtralis 21

# Calendar of Meetings

**March 14, 2008**    **March Chapter Luncheon**

**April 11, 2008**    **April Chapter Luncheon**

**Location:** The University Club (1 W 54th Street)    **Time:** Noon – 2pm  
**Parking:** Central Garage, 17 E 54th Street (\$18.00 if validated by The University Club)

**Dress Code:** Male members and guests are required to wear jackets, dress shirts and ties. Female members and guests are required to wear clothing meeting similar standards.

**Note:** The University Club operates a no cell-phone policy in public areas of the club. Please respect others by shutting off all electronic devices.


To make a luncheon reservation via e-mail, please notify **Richard Lieberman** at [rlieberman@adt.com](mailto:rlieberman@adt.com).

To make reservations by phone: **Office:** 718 706-3233 **Cell:** 917 921-6300.


You can also view the calendar of Meetings & Events on the Chapter website at [www.asisnyc.org](http://www.asisnyc.org).

**May 12, 2008**    **2008 ASIS NYC / IFMA GNY Solutions Expo**  
**Jacob Javits Convention Center, NYC**

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