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Twenty-five consecutive years of doing security conferences and exhibits... What started out as our ASIS Chapter’s NYC-focused event and occupied a hotel’s mezzanine level, has now grown and expanded to cover two-days of seminars and exhibits that fill the new North Hall at Javits Convention Center.

In recent years, working with ASIS International’s headquarters, there are now exhibits from most major industry suppliers and the event ‘speaks’ to security professionals from over 30 states and 11 foreign countries...

Thank each of you for joining us this year, for sharing the latest information, for displaying the newest products and helping us all meet challenges that are more complex than ever before.

Perhaps looking at what’s changed over a quarter century in our industry is also worth a glance. If you surveyed security directors in the metro area during later parts of the twentieth century, you were likely to find most had NYPD and military experience in their backgrounds. Today, you probably find the mix also contains significant numbers who bring strong business credentials. And, post 9/11 many multi-state enterprises frequently tap into those with federal and international experience.

The challenges are global as well as local; the perspectives are ever-expanding.

It is also fitting that we acknowledge the strength and heritage we’ve had the privilege of absorbing from our members and associates who are no longer around to share this particular anniversary. Whenever I leave my desk a mess, I think of Joe Spillane’s admonishment that I was making it easy for others to see confidential information that should have been filed away! So, these days if you do sneak into my office, beware that although you may find many musings and piles of notes for future articles there are no critical papers on the desk!

In seriousness, one reason I chose “The Crisis Around the Corner” as a theme for the seminar program I am doing this year, is because it is what affects us first at the local level – and in my NYC experience, that can be more immediately significant. Today we’ll be impacted by what happens around the corner, what impedes us from getting product to market or employees to worksites... all the practical, real issues that keep security practitioners on-edge...

Please review the piece on our Person of the Year, William J. Bratton, Police Commissioner of the City of New York. Probably there is no stronger combination of perspectives for operating in these unsettled times than what NYPD Commissioner Bratton and our 2012 POY, John Miller, NYPD Deputy Commissioner of Intelligence & Counter-Terrorism bring to NYC.

And on a less formidable note: There are two smartphones in my pocketbook. There are WIFI-connected laptops and PCs in easy access whether I am on Long Island or in NYC. I store gigabytes of data in the “cloud”—but I am still back in the dark ages of technology. I’m tackling new issues working with healthcare security experts these days. I have to keep learning to stay valuable to you and now to an entirely different group of security executives.

The challenges are similar to the past but not the same. That helps keep me on my toes and I hope that you never find the subject matter boring. Stay in touch. Write about what you are experiencing now. Let’s stay ahead of the curve even if it takes most of the energy we can muster!

Erica
Erica.harrison@gmail.com
IN THE BUSINESS OF BUSINESS-AS-USUAL.

9 MURRAY STREET • NEW YORK, NY 10007 • 212.509.1336 • WWW.MSASECURITY.NET
Welcome to our 25th ASIS NYC Chapter Security Conference and Trade Show. As an organization, we recognize the remarkable achievement this represents and thank the hundreds of Chapter members who have been contributing to the event’s growth into one of the most widely recognized events in our industry. We owe a debt of gratitude to Raymond Dean who has been in charge of the trade show since its inception.

As we now work with ASIS International headquarters on this annual event at Javits Convention Center, we’re filling the Center’s new North Hall with the latest products and services. It’s all at the fingertips of thousands of industry visitors from around the US and beyond.

We become better, smarter and stronger when we collaborate, share experiences & best practices, and ‘pay it forward’ by providing learning opportunities to those just starting in our industry. From my perspective as Chairman, looking back on 15 years in the security industry, and Lynn with longer history in the industry, it becomes clear that successes and accomplishments are due in part to the people along the way who take time to mentor and provide guidance. Much of the experience and knowledge we all rely on has been gained over the years walking the halls of the NYC Trade Show floor, meeting different industry professionals, and discussing myriad products & services that protect our employees and property.

Theodore Roosevelt once said, “The best leader is the one who has sense enough to pick good people to get things done, and self-restraint enough to keep from meddling with them while they do it.” In this spirit, we want to recognize and thank fellow Board Officers for their passion and dedication to ASIS NYC as well as their support and energy in putting together all the activities over the next couple days:

- Treasurer – Don Francisco
- Secretary – Steve Sacchetti

We also thank Susan Melnicove from ASIS International, as well as her dedicated, talented staff, for all their efforts and time in planning and putting together the NYC Show. The NYC Chapter of ASIS International is ‘best in class’ and, on behalf of the Board, we thank all our members for the opportunity to lead this great organization.

Sincerely,

Craig Schwab and Lynn Brown,
Chapter Chair and Vice Chair, respectively,
ASIS NYC Chapter
chairman@asisnyc.org
“See if you can find Bratton’s eulogy for Ramos on-line, it was superb.” A retired NYPD sergeant, a friend, who had attended the Ramos services with over 24,000 of his law enforcement colleagues, called to tell me the above on the day after the funeral. He said little more, simply noting that fellow police associates from around the country along with thousands of NYC residents, gathered to attend and they watched the proceedings on giant screen TV’s outside the services in freezing weather.

In a time filled with tension, Police Commissioner William Bratton, of the City of New York, has been able to hold the respect and attention of the NYPD and the citizens of the City—whose expressions of anger and calls to violence have often raised temperatures to boil, independent of the thermometer.

William J. Bratton’s second-time leadership of the NYPD comes after his success in California:

“In Bratton’s six years as a law enforcement leader in New York, the national crime rate dipped by around 13 percent. Over his eight years as LAPD chief, the national crime rate decreased by around 14 percent—far less than the reduction in Bratton’s L.A.

Bratton’s past effectiveness, in fact, is the core of his narrative. He is legendary for the way he single-handedly, so the story goes, cleaned up NYC—a tale cemented in Malcom Gladwell’s *Tipping Point*.

The *Oakland Tribune* noted that Bratton "is best known for significantly reducing crime while at the helm of the nation’s two biggest municipal police departments."

The *San Jose Mercury News* explained:

During his seven years in Los Angeles from 2002 to 2009, Bratton oversaw a 45 percent drop in major crimes and a 41 percent drop in homicides. His tenure in New York City from 1994-96 also coincided with double-digit crime drops.

The *San Francisco Chronicle* reported that Bratton "gained a reputation for innovative and aggressive tactics while heading police departments in New York and Los Angeles — cities where crime rates fell under his tenure.”

… “His mythology began in the mid-80s when he became head of New York City Transit Police Department. He adopted the “Broken Windows Theory” as the basis for his new policies. That theory, introduced by James Q. Wilson and George L. Kelling, states that cracking down on minor quality-of-life infractions creates a ripple effect that reduces more serious crimes. The more broken windows in a neighborhood, the theory argues, the more likely that people are willing to break more windows. He became NYC’s
police chief in 1994, applied Broken Windows, and the city experienced a historic drop in crime rates. Then he went to L.A. and brought the same results.”

(The above several paragraphs were excerpted from The San Francisco Weekly’s article by Albert Samaha, January 28, 2013, 7:07 am.)

“Bratton tells cops it’s time to get back to work:”

From Shawn Cohen, New York Post, January 10, 2015, 12:49 am:

“Bratton said he came to the conclusion after reviewing stats that show a dramatic reduction in “self-initiated” arrests and summonses, particularly for low-level, quality-of-life offenses.

He called borough commanders together to address the concern and now says he fully expects everything will get back to normal by next week.

“We made a determination that there has in fact been a slowdown,” Bratton said.

He attributed this, at least partly, on the demands of enforcing recent protests and moves to have cops work in pairs to ensure their safety after two cops were assassinated by an anti-cop maniac in Brooklyn.”

And, if we need to know how in-touch our Person of the Year is, how connected with what is happening in modern communication beyond delivering forceful and relevant speeches, just take a look at: https://twitter.com/commissbratton. It is a running commentary, with pictures, of how the Commissioner keeps attune to the heartbeat of the City itself and the 35,000 members of the New York City Police Department and its successes on a daily basis.

During the 2014 Thanksgiving holidays, Commissioner Bratton and his wife were in Dorchester, Mass., where he gave a speech celebrating the 375th anniversary of his alma mater, the Mather School, the oldest American elementary school.

Bratton attributed his start in policing to Mather—where he served as the sixth-grade assistant traffic monitor and junior safety patrol enforcement officer for the local Boy Scouts.

William J. Bratton brings to mind a person that Rudyard Kipling must have been considering when he wrote the poem: “If”. It begins: “If you can keep your head when all about you are losing theirs and blaming it on you…”

For someone who never tackles easy problems and has proven over and over his well-honed ability to remain cool-headed in trying situations, we are pleased and proud to call William J. Bratton the ASIS International New York City Chapter Person of the Year.
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The Eugene J. Casey CPP Award

George W. Anderson

George W. Anderson has been part of the ASIS NYC Chapter’s leadership team for over eight years. Now, having completed his term as Chapter Chairman, George continues to support our initiatives and programs for new and established members of the organization.

Just for some quick background on our Gene Casey Award Winner, George joined the New York City Housing Police Department in January 1982 and began his career on patrol in Police Service Area (PSA) 5. He continued to earn promotions through his career and became an Assistant Chief in August 2007.

George commanded the Personnel Bureau’s Staff Services Section and the Police Academy. He has served as the Executive Officer of the Personnel Bureau and the Police Academy. During his tenure at the Personnel Bureau, he was in a pivotal leadership role during a 5-year period where nearly 40% of the Department was hired. Then-Chief Anderson was a key figure in introducing many important programs to enhance recruitment and conduct candidate background investigations.

As Commanding Officer at the Police Academy, George introduced many innovative approaches to age-old training issues including initiatives in technology and leadership training. He brought that insight from training and operations to the work he has done with our ASIS NYC Chapter, benefiting our members and colleagues.

As Deputy Incident Commander in large-scale police incidents, George was responsible for administrative and operational oversight for Department programs and event planning. With our ASIS NYC Chapter, George has opened opportunities for us to hold meetings in interesting new venues and has supported educational and social programs with the Young Professionals. He’s helped us stay relevant with upcoming security associates.

After George’s 30-year career with the NYPD, he joined AlliedBarton Security Services, where he serves as a Vice President, Operations in the NYNJ Region. He is lead Program Manager for the Port Authority airport account, responsible for overall service delivery for AlliedBarton’s security program at John F. Kennedy, LaGuardia and Newark Airports, as well as the World Trade Center.

George earned his Master of Science degree in Instructional Technology from New York Institute of Technology, and a Master of Arts degree in Criminal Justice from the State University of New York at Albany. He has served as an adjunct professor in the Law and Police Science Department at John Jay College of Criminal Justice, and also on the on-line adjunct faculty at Marist College.

In addition to the innovative programs George brought to our Chapter, he continues to provide input for upcoming programs and guidance for those meeting the challenges that volunteer leadership brings. George continues to expand our connections to other professional organizations where he takes active roles such as with the International Association of Chiefs of Police, where he is Co-Chair of the Private Sector Liaison Committee.

We count on George W. Anderson as a member of the ASIS International NYC Chapter and are pleased to award him the Eugene Casey Award for his contributions over the past decade. We look forward to his working with us for decades to come.
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August 26, 2014, Jason Brown, a NYS licensed security officer, was assigned to the psychiatric inpatient unit at Lenox Hill Hospital on the 8th Floor of their complex at East 77th Street. On his tour from 3:00 PM to 11:00 PM, at about 10:30 PM, he physically interceded during an assault on a mental health technician by a violent patient who had already hurt the technician and was now lifting a printer to smash it into the technician’s head and face.

Officer Brown was able to get the patient to stop, and then was able to guide him to a “quiet room” and de-escalate the situation. Later, when the patient was released from the hospital, he was arrested by the New York City Police Department (NYPD) and charged with Assault in the Second Degree. The NY County District Attorney’s Office has also considered charging the patient with attempted murder based on the seriousness of the assault.

Jason Brown demonstrated clear thinking in a crisis and his outstanding performance in a highly-charged situation saved the mental health technician from life-threatening injuries. Brown is an employee of Apollo Security who is a contract security provider for Lenox Hill Hospital.

Our congratulations go to Jason Brown from all members of ASIS International NYC Chapter. We were pleased to present a $1500 recognition award to Brown from the Chapter at our December 2014 Holiday Event at the Hard Rock Café in Manhattan.
Congratulations to Commissioner William J. Bratton on being named the ASIS NYC Chapter’s 2015 Person of the Year

Kroll provides unparalleled security risk management, investigative, compliance and cyber security expertise — right next door and around the world.
John Ryan is the former president and chief executive officer of the National Center for Missing & Exploited Children®. He continues to be involved in the organization’s important work.

Ryan led a campaign to fight child sex trafficking in this country, which has shifted from the streets to the Internet, where children are openly advertised for sex on classified websites. In 2013, after the Jerry Sandusky scandal, Ryan spearheaded “Safe to Compete: Protecting Child Athletes from Sexual Abuse” a summit, cohosted by the Cal Ripken Sr. Foundation, bringing together youth-sports organizations and issue experts to discuss child sexual abuse prevention. Further, Ryan established a CEO Council and an Entertainment and Media Cabinet to raise awareness about missing and exploited children.

Previously Ryan was a senior vice president and deputy general counsel at AOL. Before joining AOL Inc, Ryan was director of investigative affairs at AT&T Wireless in New York. He was with the Office of the District Attorney in Bronx County, New York, as an assistant district attorney and chief of major offenses.

A native of New York, Ryan holds a Juris Doctor from St. John’s University School of Law and a Bachelor of Arts from Fordham University.
June 1st, 1990… the start of a new summer season and a Trade Show was to be born. The discussion revolved around creating something new. A baseball, basketball, or football team was out… we were too old for that. Besides, Wally Millard wanted to be the quarterback and Don McGuire thought he was quicker than Wally. As soon as Pat Kelly decided he would play center… they both bailed out. So we decided to start a Trade Show instead.

Our first Trade Show was held at the Penthouse Hotel on April 30th, 1991. In those days the luncheon was $35.00 and our first seminar was titled Operation “Apple Shield”. Bob Disney was our Chapter Chairman and Neil Gallagher… then Chief, Counterterrorism, of the FBI in Washington, DC… was the keynote speaker at our luncheon. Bob Diamond and I co-chaired the event… and would continue to do so for many years to come.

Our monthly Chapter meetings were hosted at the McGraw-Hill building and our Person of the Year event was normally held at our November or December luncheon. Just for the record… our first golf outing was held in June of 1989, Pat Kelly and I co-chaired and it was called our “Golf and Tennis Outing”… that continued until our tennis players got too old to play tennis anymore. At that point it became the ASIS NYC “Annual Golf Outing”.

In April of 1992 our second trade show was held, and we moved to the New York Hilton Hotel. We needed the extra space to accommodate the growing number of vendors wanting booths following the success of our first show. In our third year, then Chapter Chairman Pat Kelly decided to move our Person of the Year event, and make it part of the trade show. 1993 was the first time our Person of the Year event was held at our Annual Trade Show. Our Person of the Year Award was presented to Police Commissioner Ray Kelly at that event. In January of 1994 we all mourned the passing of Gene Casey and in 1995 the “Gene Casey” award for Chapter Service began… its first recipient was Joseph Spillane.

1996 gave birth to Security Director Magazine. Jerry Nachman, Vice President of WCBS TV was on the cover as our Person of the Year, and Erica Harrison working with Don Blauweiss Advertising & Design created our first magazine issue. This was also the year that we needed to find a new venue for our monthly luncheon meetings as McGraw-Hill would no longer be available. We tried several different locations including Rosie O’Grady’s “Manhattan Club, One Chase Manhattan Plazas” 60th floor, and the “200” Club located at 200 Fifth Avenue.

In 2001 our trade show had outgrown the New York Hilton and we needed to find a new location to host our event. Only one venue in New York was large enough to accommodate us. The Jacob Javits Center became our new show home that year and has continued as such ever since. We are now at 2015 and our Trade Show has arrived at the “Quarter Century” mark.

Our outstanding Annual Trade Show Magazine has featured our Person of the Year recipient on the cover and our Person of the Year luncheon has become a New York Security Landmark Event. Since moving to the Javits Center we have honored the likes of Queens DA Richard Brown, Judge Leslie Crocker Snyder, Deputy Police Commissioners David Cohen and Frank Libutti, First Deputy Commissioner Patrick Kelleher, and Mark Mershon and James Kallstrom of the FBI. And let’s not forget Pat Timlin, Robert Morgenthau, Bridget Brennan, George Steinbrenner, John Miller and last year’s recipient Joseph D’Amico, Superintendent of the New York State Police. Of course we all remember the tragedy of 9/11 and how the Chapter paid homage to those chapter members we lost and the collective selection of the New York Police Department, the New York Fire Department and the New York/ New Jersey Port Authority Police as our Person of the Year recipients.

Our Chapter continues to remain strong and our memories continue to grow as the years pass. We miss our departed friends… Jim Miley, John Reilly, Joseph Spillane, Wally Millard, and all the others that have left us. Thanks to our collective memories, and the work of our volunteers, they will never be forgotten.

Over the years many of our members have participated in, and worked hard at making our trade show a success. The dedication and commitment of our Chapter Chairs like Craig Schwab and our officers as well as the hundreds of chapter volunteer members, spanning all 25 years of our Trade Show’s history, have created what we are today. The recent participation of ASIS International and its dedicated staff of professionals has further enhanced our show’s professionalism.

Thank you all for all your time and efforts and for allowing what has become a New York City Chapter institution to continue through now and into the future.

Raymond Dean, CPP
Trade Show Chairman
ASIS NYC Chapter
Looking at the articles contributed for this 2015 edition, it’s clear that what we’re doing in NYC Chapter connects with colleagues from many locales. Contributions from security leaders who have responsibility for 62,000 employees on a global level; others working in cultural centers that serve millions of visitors annually; technology experts focused on changing how we get and use raw information no matter where we are; others who are your friends and associates around the country addressing new challenges from metrics to training…

As you read the articles below, find ideas you can steal… consider exploring different, even more complex ways of allying your team with others in your organization. Benefit everyone.

Information is vulnerable. Data breaches are real life. It doesn’t look like we can change that in the near future. So what’s next? Well, that’s your article isn’t it? You have another series of opportunities to get published this year. If you aren’t represented here, get your material to me and be in an upcoming Security Directions e-Magazine. The opportunity is in your hands.

Erica.harrison@gmail.com.
Event Planning—
Wine, Food, VIPs and ...Security

Bernard Toliver, CMP

New Year’s Eve NYC—below freezing in the streets as the Waterford Glass Ball ‘Drops’ in Times Square—And ringing in 2015, I had the great pleasure of watching it from the warmth and comfort of a mid-town hotel suite surrounded by other happy revelers...

For more than twenty years I have been an event planner, and learned through some surprising experiences that we cannot ignore the security side of events. New Year’s Eve in Times Square is no exception.

We expect a full security perspective each year as New York City welcomes more than one-million visitors from around the world to witness the ‘Ball Drop’. There’s music, entertainment, colorful confetti, fireworks and lots and lots of security. Many streets are closed to traffic except for emergency vehicles; subway trains skip stations with access to Times Square and some subway entrances are closed altogether until after midnight.

As an event planner I’ve always had focus on the “logistics”—contract negotiations, food and beverage deliveries/displays, audio-visual requirements, so on. Emergency procedures were always on the list. However general security concerns involved making sure laptop computers didn’t sprout legs and walk off-property. But first-hand experience was a great teacher as things changed dramatically: Some years ago I had a crasher at one of my events—no press credentials, no badge, no anything. Luckily, the event team and I discovered this and had the individual removed from the room before the program started. We were lucky. This is when I began to look at event security differently. Today, I am more interested in process and procedures than counting on luck.

Discussions about emergency management and security are not always easy to have, but they are important discussions. In a post-9/11 world, the landscape for meeting and event security, emergency procedures, risk management, everything, has changed. With cyber-attacks, fraudulent credit cards, and stolen identities seemingly a part of everyday life, we have to question more and test our systems on multiple fronts. Depending upon the event type, length, audience, and particulars, I seek guidance and assistance from a variety of experts.

In addition to leading my own event management firm, I am part of the faculty in the hospitality program at a local university. Whenever I take students to a hotel for a site visit, I have the hotel’s Director of Security speak to my class, giving them an overview of how the Hotel’s security team works with meeting and event organizers in a 21st Century environment. It’s an important discussion involving everything from emergency procedures (911, Fire, Medical) to security and loss prevention and back-up generators.

Not only is it important for students to bring it all into their SOP, but I go over this type of procedure review for every event I manage. As event professionals we are not ‘first responders’ nor security experts. However, in the event of an emergency or security-related issue, often security is our first point of contact. We ask: “what if” long before the event begins and then are better able to work with the facility and security staff to provide a safe environment for all involved.

Here are a few tips I’ve picked up along the way:

Continued on page 25
PROTECTING THE MOST VALUABLE PROPERTY IN NEW YORK CITY...
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1) Develop a Group Profile – Provide the security team with a group profile. During your initial meeting ask questions about emergency procedures and general security procedures. Inform the security director/manager about the particular audience, who is coming to event and why they are attending. Will there be VIPs, celebrities, elected officials? Will they provide their own security? Make sure that the facility’s security leadership has the contact information so they can develop a coordination plan for how these individuals and all attendees will enter and exit the facility. If you are working with an organization or group that often receives threats/warnings based on their profile, make the security team aware in advance.

2) Communication – I’m talking “information” not radios. Share information on a ‘need to know’ basis. Give volunteers and vendors enough information for them to perform their tasks, but unless management provides them with written approval, these individuals do not get access to confidential documents or proprietary information. In most cases, even the event organizer doesn’t require that level of detail.

3) Emergency Procedures – Preparedness and security are not mutually exclusive. Event organizers also need to have a plan for emergencies that they develop in conjunction with the hotel or facility; the plan will be similar but differ from location to location; for example, understanding that response times in rural areas will differ from response times in metropolitan areas.

4) Control Access – A badge doesn’t mean “all access” unless it’s stamped all access. And today, you can copy or forge most badges. So the right security team can provide significant value. Ideally, have them set up several check points to review credentials and control access to your event (this should also include re-entry). If possible, have the vetting process take place in the Lobby, on a lower floor, or designated area outside the event itself. If necessary, have a member of your team at each access point to assist security. New Year’s Eve in Times Square was a great example. You were not going very far without proper credentials for many areas of Times Square had been “frozen” by NYPD.

5) Screening – Depending upon the event type, event organizers might want to invest in body scanners or at minimum badges with photo ID, or computer chips that can be scanned at different access points.

6) Clean Sweep – My version of a clean sweep differs from a security expert’s version. Whenever I produce a meeting and a session ends, I go to each meeting room and remove all papers including pads from the flip chart stands (where impressions below the written sheets can be as good as the original “confidential” data), and I collect any note pads from the tables. This reduces chances for important or proprietary information unknowingly and unwillingly being passed along to a competitor.

There are many many more issues to consider and for that I’m grateful that we have security experts at the ready.

Back to midtown... and early in the evening on December 31... check points were closer together and increased in numbers as I got near Times Square. Each required the same credentials to get me to the next access point. As I made my way through the final one at the hotel and entered the elevator, I was reminded of each layer of security that I’d passed through and was happy they were in place.

Security... embrace it!

If invited, I am looking forward to repeating the entire process when ushering in 2016.

Bernard Toliver, CMP, is president of Renaissance Meetings & Special Events, Inc. The firm specializes in meeting and event management, exhibits and sponsorship sales. Toliver is a member of the Adjunct Faculty at New York University in the Preston Robert Tisch Center for Hospitality and Tourism. He can be contacted at: bernard@renaissanceevents.com.

SAFER SCHOOLS FOR TODAY

By Robert Donnelly

I went to a 100-year old red brick school over 50 years ago. No guards at the doors and windows you could walk through. There

Continued on page 27
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was an openness... the building was inviting. If you stop by today, that building is still a place that’s welcoming to youngsters. But public and private schools have security concerns now that seemed unthinkable – mid 20th Century.

Even when we recognize that shootings on college campuses look like they are going to continue [from the days of the bell tower massacre in Texas last century to the Florida campus shootings that only made it onto Page 12 of the newspapers this last December] we used to have a different vision of a protection model for younger students. Then, Columbine High School and recently – Sandy Hook Elementary School in CT changed the perspective.

As a security professional, now living in a less intensely urban setting and “semi-retired”, I spent some research time when called to work on a project for private, Christian schools in my new area. First, there was a serious concern that religious facilities are targets even though the attacks on these buildings and the people in them are generally under the radar. I’d challenge most colleagues to recall the details around the shootings at an Amish elementary school in Pennsylvania in 2006. There continue to be church and synagogue desecrations around the US –but it is low priority news.

Yet, there is a real challenge for us as security and life safety professionals.

It’s been acceptable practice to hide information that mental health professionals know about young, violence-focused and disturbed individuals: Cho at Virginia Tech, Hodges in Colorado, Lanza in Connecticut. No action is taken to confine these individuals. It is part of the entire privacy vs. public safety dilemma that we cannot take that on here.

Instead, given some newer technologies and approaches – what can we offer school directors now that may save kid’s lives?

Even if there are cameras around the perimeters of schools, the control room staff is most likely focused on what goes on within facilities and on the playgrounds. Let’s retrain security and school staff to also watch outside the building for unusual traffic or people who do not fit their facility’s ‘school kid’ or parent profile. Time to review and update when the police get called! Also, what are the procedures for security or maintenance staff to go out of the buildings and address suspicious people on the grounds or at the parking lots, before they make it to the school’s doors and windows?

New school construction can be designed to physically limit all points of entry and still meet the Fire Safety laws. It helps to bring in experts from security and fire safety at the earliest design stages so that these issues get integral attention.

In examining the private schools nearby me, here are some of the recommendations I shared with their administrators that may have application on a wide scale:

1. Older school windows can be covered with high-impact blast-proof film with one-way vision (out). It makes the windows harder to bust through and keeps people from ‘seeing’ their targets so easily.

2. Design and build a security desk area that is secured from direct attack. Position it so that it keeps everyone from getting right into the administration office as they walk in the doors.

3. Have all fire exits secured with electronic interlocking. Have the system controlled at the security desk and have a fire-signal override.

4. New buildings with integrated HVAC systems may be outfitted with narrow horizontal and vertical windows less than one foot wide. It makes it harder for the wrong people to get in.

5. Use ‘man trap’ door assemblies for all entrances that can be observed from the security desk/control area as well as the administration office.

6. Combine a redundant fire and emergency communications system.

7. Add professional security people, armed or unarmed to the staff.

The solutions are not perfect and are not necessarily cheap – but they help take the institutions to which we entrust our children out of the pool of ‘easy targets’ and
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Robert J. Donnelly can be reached by email at: hirise235@gmail.com or by phone: 845 988-6614

**Return on Investment—Tracking What We Deliver**

Mario J. Doyle, CPP

One of our clients explained the following: ‘If you sit through contract negotiations you definitely know the good, bad and ugly when it comes to contract security services. But after making a choice, we start holding our contractor to go beyond those check-off sheets that management developed for evaluating general and specific performance.’

Although the Return-On-Investment model that CFO’s use all the time is not a perfect fit for security expenditures, we still find that perspective and a series of metrics prove useful analytic tools.

In addition to all the required reporting, this particular client also uses a different version of the three R’s: PR, HR and ER, to look at the “return” his company gets. In this case: Public Relations, Human Resources and Emergency Response.

From the public relations perspective, the image projected by our security personnel, their attention to detail, the way that officers handle interactions with client’s employees 24/7, has to enhance the sense of security people feel working in the facilities – otherwise, as our client explained, it just adds to the tensions that exist in almost every modern business and: “we can get robots or remote security services if all a contractor delivers is warm bodies.”

He went on: from the human resources angle, when you are competing for talent, just as prospective employees go through multiple levels of screening – potential employees test us as well. If they don’t feel safe and at ease in our environments... they have other opportunities.

An area where ROI comes into play and really counts is in emergency response, or ‘ER’. The cost-savings and time savings that result from alert officers understanding what they really guard and paying attention to the details can make all the difference. Our guards visit each server room at this facility on every hourly shift, 24/7. One overnight officer discovered three drips of water on the floor and took immediate action—getting maintenance people on the...
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scene and having a bucket and towels down right away. It turned out to be a back-up in an air conditioning drain – but knowing it was a problem, knowing it needed immediate attention and knowing what to do, meant there was no chance of downtime or service disruption. Nothing haphazard…

The ER notation also means that every one of our officers and supervisors has current certification for CPR and AED use – all are prepared for service in life-critical emergencies.

From our end as the contractor, and as part of our value-added approach, we arrange periodic meetings for the client with an independent consultant who has direct experience in a similar industry.

The security director has been able to gather some useful information as well as several nuanced approaches to addressing specific issues.

Recently, my field personnel mentioned another “R” that this client added. Probably, it’s been there since this contract began but it was the first time we’d all spoken about its significance: “RR”, that’s for Road Reports.

Whenever our field supervisors are driving anywhere near his distribution center, they call into his office about traffic or other road issues that can affect how best to direct trucks leaving from or heading to his warehouse. These reports supplement GPS-derived information and are, of course, more focused on our client’s concerns.

The “R’s” this client identified are reflected in our officer training program for his facilities and in post orders we developed under his direction. The net result has given him relevant, specific and ‘prove-able’ material to bring forward when presenting budgets and seeking funds for upgrades and enhanced security programs. As noted, we’ve also added additional benefits beyond the contract. Although it may not be classic ROI metrics, so far it’s been providing added support when the C-Suite is viewing security expenditures from the most critical perspectives.

Mario J. Doyle, CPP is COO of Doyle Security Services, Inc. and can be reached at: 877-377-7749 or email: mdoyle@dss-securitysolutions.com.

“Did you talk to Ms. Bronson?”

From a consultant’s field notes…

Editor’s note: In the security industry, we’ve sometimes had a narrow definition for what “disciplining employees” means. In the example below, it becomes evident that there are more ways to accomplish changing behavior than we might consider at first glance…

“Did you talk to Ms. Bronson?” asked the account manager, with a great deal of concern in his voice. I answered: “Yes, why are you asking?”

He went on to describe the huge change in her behavior that he’d noticed in just one day. Ms. Bronson was personable and smart and he believed, quite capable of handling the assignment at the executive floors for an international conglomerate where she was stationed. However, she was too friendly and casual with everyone which took away some of the professional demeanor required for the setting.

Now, a day after my phone conversation with her, she was still just as capable and gracious, but no longer casual with everyone and far more attentive to the details that went into the assignment. So the next question from the account manager was: “What did you do to her?”

Simple: I asked her observations about the building and the work she was now doing. She explained that she knew the building well; that her mother had worked there for many years for another tenant and she’d visited the place frequently. She felt at
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ease with the lobby officers, with
the layout of the building itself
and with a number of the tenants.

I then described my experience
at the same building when I’d
visited a couple of months prior.
I told her how I’d tried to game
the system not only at the lobby
level but went to the wrong floors
when I was testing security and
identified all the shortcomings
that she herself knew about, and
some that were a surprise to her.

After we’d laughed about the
weaknesses, I explained to her
that part of her job was to keep
me and anyone who could operate
like me –but with bad intentions,
from wreaking havoc on our
floors because we both knew that
we could get by the first line of
defense, 35 floors below…..

There was some silence on the
other end of the phone. Ms.
Bronson answered me quietly
and sincerely. She said that
she ‘got it’. I didn’t have to say
anything more. And, from the
account manager’s comments on
the phone today, Ms. Bronson
was now demonstrating the
combination of qualities we
strive for in our security staff.

Nothing more to add…

POPS Need Not Be Pains

By Mark V. Murphy

What are POPS? – no not what
kids call their dads and grandpas…
The abbreviation is for: Privately
Owned Public Spaces. Generally
these are sections of private
property adjoining or abutting
buildings that are open for public
enjoyment. The status of the
spaces present challenges in
policing and managing the areas.
Most people assume they really
are public areas and that any
attempt to modify or curtail their
behavior is an infringement on
their rights.

I have had such areas on proper-
ties for which I have been
responsible throughout my
career. On the property I currently
supervise I have an open air
plaza with tables and chairs for
use and the space is crowded
with people almost every day,
weather permitting. You can
eat your coffee or lunch while
taking in sunshine and fresh air.
The plaza even boasts several
restaurants that enhance the
plaza experience and also bring
their own challenges: Which are
the outdoor dining areas of the
restaurant versus the public
areas? The restaurants serve
alcohol but alcohol is not
allowed in the public areas…
While our goal is to have everyone
enjoy the space, one person’s
enjoyment may be another
person’s annoyance.

We regulate acceptable uses of
the plaza by posting signs stating
the rules that govern the area.
The signs state that no alcoholic
beverages, no music, no skate-
boarding, no roller-skating, no
dogs and no smoke are allowed
within the confines. Drawing on
my experience, I have based our
rules and procedures on those
that are established public policies
and that helps. We use the New
York City Park Regulations as a
basis, since most people believe
that the area is public property
they tend to more receptive to
local laws then ‘building’ rules
and policy. This was a successful
strategy in that we banned
smoking in the plaza at the same
time as New York City banned
smoking at parks and beaches.

We do encounter some frequent
issues that require attention,
charm and diplomatic but
strict enforcement: loud radios,
unleashed dogs, consumers of
alcoholic beverages beyond the
restaurants, school students
being loud and combative.
Most times the incidents can
be resolved through patient
conversation. Officers will point
to the posted signage and it
generally helps diffuse situations.

Another tactic is never to have
just one security officer approach
individuals or groups; minimum
two officers on all public interac
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tions. The presence of two reinforces the lead officer, while providing a witness in the event that allegations are made against an officer’s behavior or statements. We have also found it is good practice to rotate officers to other posts throughout their shifts. It helps avoid stress that comes with being the officer continually dealing with uncooperative individuals and the same nagging issues over and over.

For those who refuse to follow the rules, abuse the property and/or negatively impact others’ enjoyment of the area, our response can be escalated. Ultimately since it is private property, we can revoke their right to remain and we communicate that. Most times the individuals will leave, often boasting while leaving.

If these people continue to refuse to behave or leave, as a last resort, we can press trespass charges and have the individual arrested. One policy I developed is to file a supporting deposition with the local police. It states that ownership will press charges in situations warranting it. Generally, these documents are valid for a set amount of time (six months or a year). Since the material is on file, it can help expedite arrests when necessary and avoids our sending personnel to swear out an individual criminal complaint—which would mean reduced staffing from the property.

Even with all the complications, we strive to make the privately-owned space to which we welcome the public something unique in New York City. Perhaps you will join us for an iced latte or enjoy our free summer concert series on your next visit.

Mark V. Murphy is Director of Security & Life Safety at World-wide Plaza, George Comfort & Sons, Inc., 825 Eighth Avenue, New York, NY 10019. He holds a FDNY Fire Safety/Emergency Action Plan Director certificates as well as a CPM. Mark’s MS in Organizational Leadership is from NYU. Reach Mark at: mmurphy@gcomfort.com, by phone at: 212.258.3765

Thousands of Data Points: A Shared Approach to Real-Time Decision-Making

By Matthew W. Doherty

We’ve had abundant information and data feeds for decades thanks to computer technology, video technology and the entire digital communications explosion. But turning a wealth of input into meaningful material has become a complex task.

In August of 2012, the New York City Police Department and Microsoft developed a partnership to bring the latest crime prevention expertise and technology capabilities to New York’s crime fighting and public safety initiatives. The Microsoft Aware Solution is the result of this partnership. Its operation in New York as the Domain Awareness System (DAS) empowers the NYPD to work closely with Lower Manhattan Communication Center (LMCC) stakeholder corporations to promote public safety in this, perhaps the busiest and most potentially-targeted urban center in the world.

Companies that were part of the Center went from being faced with overwhelming quantities of camera feeds and data, to receiving coherent summaries and critical alerts when something required attention for security or safety in their vicinity. They were able to free up limited resources to focus on business-related issues. They became much more agile and responsive in getting everyone ‘on the same page’ whenever a critical matter emerged.

Perhaps none of this could have happened before giant data centers and ‘cloud-based’ storage became available and reasonably-priced. But this capability is here now and the information sharing systems can be scaled to work not only for huge metropolitan areas, but also for metropolitan communities and industrial centers throughout the U.S. where law enforcement and private sector organizations coordinate their resources and information.

For instance, the NYPD’s Lower Manhattan Coordination Center, part of the Lower Manhattan

In short, command center personnel are able to search, alert, and notify in real-time and provide actionable communications to multiple stakeholders both inside and outside your corporate footprint.
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meets for lunch.
Security Initiative (LMSI) isn’t covering the entire city. But it is a networked information-sharing project designed to detect threats and perform pre-operational terrorist surveillance south of Canal Street. Staffed 24/7 by NYPD officers, it serves as the central intake facility for all information gathered by human and technology sensors in downtown Manhattan.

In exchange for sharing their “sensor data” such as CCTV with the city, some corporate security directors have been offered a “seat” at the Lower Manhattan Coordination Center ‘table’, if you will. Through its networked systems, NYPD aggregates and processes private and public sensor data (e.g., cameras, license plate readers, chemical, biological, radiological, nuclear) and tactical system data (e.g., 911, dispatch). The Department stores the information and, more importantly, transmits appropriate and relevant information immediately to LMCC stakeholders whenever doing so protects the city and its people, business and infrastructure. It’s truly a collaborative real time partnership.

What’s Ahead?
A Corporate Application

Built on the success of the LMSI, and the critical role that the Microsoft Aware solution continues to play – Microsoft and Hillard Heintze, its strategic advisor in introducing and advancing this solution among law enforcement agencies and corporate security departments, is now bringing a commercial version to the corporate market. My intention isn’t to pitch Microsoft here, but it’s clear that the company plays a unique and dominant role in advancing enterprise solutions – to the benefit of both public and private institutions across the country. Aware can be modified to fit unique corporate needs, bringing a strong pedigree of sophisticated intelligence tools - well tested as noted above – and built on the Microsoft enterprise solutions most corporations already own, such as Windows, SQL, and SharePoint.

When deployed in Microsoft’s secure cloud, Azure, Aware can be quite cost effective, early on and over time. In short, command center personnel are able to search, alert, and notify in real-time – and provide actionable communications to multiple stakeholders both inside and outside your corporate footprint. Most importantly, this allows you to maintain a secure corporate environment in a potentially hostile world.

Of course, this same approach when bringing together law enforcement and the private sector means everyone in an area can benefit. Options exist to apply this across a city, a wide swathe of industrial settings or to just to cover an organization’s footprint. With this new, advanced approach creating actionable communication from thousands of data points, the ‘take away’ is that security directors can make the most of limited resources while providing unprecedented awareness of threats and problems when they can be addressed in a timely manner.

Matthew Doherty is Senior Vice President at Hillard Heintze, a global investigations and security risk management consulting firm that works with Microsoft to enhance and advance its Justice & Public Safety solutions. He can be reached at: 312.896.8500; matthew.doherty@hillard-heintze.com

Looking at Art and Artifacts from a Different Point of View

Using Cameras in the Security Plan for Cultural Institutions

By Theodosios Kypriotis

Whether it comes from our own security leaders or from a security consultant’s report, there’s a suggestion that we upgrade our security system to include video cameras to improve coverage in particular areas of our museum. With newer technology, we will be able to view the facility’s outer perimeter, close perimeter, particular areas, and individual objects all at once. Ideally the camera feeds will give us a clear picture even when weather or manpower don’t allow us to be ‘live’ everywhere at once. And camera coverage and signs that inform people that we are doing video monitoring 24/7, sometimes also act as deterrents.

We will be able to view the facility’s outer perimeter, close perimeter, particular areas, and individual objects all at once. There is a plethora of video products on the market that can meet requirements for various tasks and at various budget points. However, there is no single perfect camera!

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Advances in technology move by leaps and bounds every few months. This means that the cameras of tomorrow will be better than today’s. But it shouldn’t discourage security professionals from making purchases as required. On the contrary, it just suggests that we take into account all the pertinent information to make the best decisions on what is available at the time we’re ready to move. Use all resources: literature, the experiences of colleagues, material you can gather and test at trade shows, and information from vendors to make an informed decision.

The camera feeds can be stored on DVRs that you keep on premises or they can be transmitted to a “cloud-based” system. The equipment and the information developed represent an investment and it helps to view the systems as an investment from the beginning. To earn maximum return on this investment (ROI) we’ll have to maintain and service the hardware regularly; stress-test the storage systems, etc. Equally important: build a maintenance budget into your plans. This goes beyond the procurement and installation funds you have already secured. Video equipment has to be maintained and serviced regularly. The camera lenses can’t be dirty the very night you need to see who is trespassing.

Interior Cameras
Although it can be tempting, it may not be wise to have a large number of surveillance cameras covering interior areas where there aren’t precious or irreplaceable items. For instance if there isn’t a safe, or an area where people are counting money, consider minimizing the Big Brother effect as much as possible. For the most part people do not feel comfortable working under surveillance. And if we do suspect internal theft or sabotage, then covert cameras are going to be in our arsenal.

Art Gallery
Here security professionals want to work with curators before cameras are installed inside or outside the museum. The security professional focuses on increasing security for all the art galleries. The curators focus on exhibiting the art in the most optimum way. By working together, they can enhance the museum experience of the visiting public and still protect the treasures. Let’s define the term museum experience. It is the ability to view, enjoy and appreciate art (object or space) with no or minimal obstruction or interference in relative safety and security.

Toward that end, cameras will be mounted in ways that they provide optimum vantage but not distracting from the experience itself. Often that means cameras will be mounted high on the ceiling (sometimes inside the ceiling,) or high on a wall and their housings will be camouflaged.

Exterior Camera Installations: Outer Perimeter and Perimeter
We add in some other considerations when dealing with museums located in landmark or historically significant buildings. We started with the security professionals and then added the curators... Now we have to get approval from Landmarks Preservation Commission (LPC) as we are in NYC. There is a permit application process. The LPC will consider an application for one camera installation, but they prefer to see a multiyear plan. Any drilling for camera or lighting installation on any parts of the outside walls of the building must be done according to architectural plans approved by the LPC.
And Finally...

Once we’ve coordinated with all the stakeholders and gotten our video systems into operation, our monitors and feeds working as designed and our command center running well, we have another major consideration. All this information is useless unless there are trained people who know how to use the equipment, produce the necessary reports and review, copy and archive the footage. It all has to be done in a timely fashion. This will be going on 24/7 from now on! It represents a portion of the way in which cultural property security professionals contribute to protecting and preserving artwork and artifacts so they remain part of our heritage and will be ready to share with generations to come.

Theodosios Kypriotis is Security Manager at The Cloisters, part of the Metropolitan Museum of Art in New York City. He can be reached at: theodosios.kypriotis@metmuseum.org

Event-Focused Training

By Paul Benne

We’re now working in the hallway. The power is down; whatever WIFI there is here is overloaded. The emergency lights are at least keeping us from tripping over each other and the only thing that’s normal is the number of problems coming to our now “mobile” control center. One of the first things that everyone on the team realizes is that people coming down the hall into our test area can now hear whatever we are dealing with… we’ve lost any confidentiality, we’ve lost any control over the information that can be passed around… Although this is just one of the stress test situations we work through with this particular client, it’s showed that we need to do a better planning job.

Stress-training can lead to better suggestions for meeting crises before our teams have to face them.

People roll their eyes when we bring up stress-testing security procedures and emergency plans. And none of us are strangers to doing table-top exercises trying to simulate problematic situations and potential responses. Maybe, to improve insights into what we will really deal with in unexpected events where what we planned doesn’t hold up, we can start out by not calling it stress-testing…

Most of us run with thread-thin security forces. Given how lean most corporations are these days, it may make sense to management even if it seems risky to us. Rather than trying for plans on a grand scale, we can engage our teams in specific portions of an emergency response to help them see their own ‘live’ responses rather than dealing with theory. It can lead to better suggestions for meeting crises before our teams have to face them.

We all have building evacuation plans. What assumptions are we making about how they will work at different times during a 24-hour cycle? Better for officers to find out for themselves that even if they are successful guiding everyone off their assigned floors and to the street, there may be no way to guide the personnel to the assigned meet-up places… It will be true during morning rush, during lunch hours and any times from 4:00 PM to 6:00 PM when the streets are overwhelmed with people. By actually doing these “event-focused” drills it may also get your team to contribute better ways to address these realities. Worst case, everyone involved now knows what they can expect to deal with.

Event-focused testing provides documentation for the security department; you and your team are addressing ‘duty of care’. Even more so, it helps your people see when they panic and where they get flummoxed. It may mean that under extreme tension—for instance a guy with a knife jumps the turnstile in the lobby and heads for the elevator bank, they are better prepared to take actions to mitigate the problem!

Paul F. Benne, PSP, CPOI is president of Sentinel Consulting, LLC and can be reached at: paul@sentinelgroup.us

Response to Hostage Holding: A Quick Look Back to the Origins of Today’s Techniques

Robert J. Louden, PhD, NYPD Retired.

The recent terrorist attacks in Paris—two simultaneous hostage events, are a tragic and dramatic reminder that there is risk of siege incidents in metropolitan centers and perhaps in your area of responsibility. Although not as common in the western hemisphere as several decades ago, it continues to be a real possibility.

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In 1976, psychiatrist Frederic Hacker suggested that we should be aware that hostage-type events may be perpetrated by Crusaders, Criminal or Crazies! Regardless of the motivation, as security professionals, we have to be prepared.

The NYPD is recognized as the first local law enforcement agency in the US that formally adopted a methodology for addressing siege events. The Detective Bureau, Hostage Negotiation Team (HNT) was formed in 1973 in response to the terrorist hostage-holdings and assassinations at the 1972 Olympics in Munich.

Although the plan involves numerous NYPD units particularly the renowned Emergency Service Unit (ESU) and several echelons of command and control, much of the credit for the negotiation aspects goes to then Lieutenant Frank Bolz and Detective (psychologist) Harvey Schlossberg.

Since that time the majority of local, county and state police departments in the US have adopted or adapted the NYPD plan to fit their operational philosophy and resource-realities. The FBI, historically the lead federal law enforcement agency for many specialized activities, initiated hostage/crisis negotiation research and practice soon after the NYPD program was launched. And, based on the models, where individual agencies do not have resources to support their own teams, they often enter into agreements with adjoining departments for a mutual aid regional response.

What the NYPD team learned early on was that we had to be aware of what was happening elsewhere and be both willing to assist others and learn from their experiences. On March 9, 1977 when twelve armed Hanafi Muslim gunmen stormed three different buildings in Washington DC and held 150 hostages it was not a surprise that DC police contacted Lt Bolz and asked for
advice. When the incident was over, the NYPD team re-examined policy and procedures and expanded the basic plan to include responding to simultaneous situations.

Because the NYPD was first, and is also the largest full service police department in the US, it was not unexpected that the basic practices followed in routine hostage/crisis negotiation response were expanded to include additional responsibilities over the last 42 years. Examples include: Dealing with Emotionally Disturbed Persons (EDP); Pre-deployment at High-Risk Raid and Warrant Situations, and certain dignitary protection operations.

The NYPD reacted to an international terrorist incident in Europe and created a plan for preparedness and response. Every year as things get more complex on a global level and the world ‘shrinks’, we are likely to find that what were ‘foreign’ concerns are now at our shores again. The change that characterizes the current wave of Islamic terrorist hostage situations is that killing hostages is part of the plan. The negotiation part of the issue may be keeping the assailants occupied for sufficient time so that law enforcement can get to the best locations to intercede or consider other options.

Whether the procedures developed in the 70s or their more modern versions are being applied, what started with NYPD has become crucial in US policing—and all is in the hope of possibly protecting lives.

Robert J. Louden, PhD, NYPD Retired, and ASIS NYC member is a Professor and Program Director at Georgian Court University in New Jersey. He can be reached at: loudenr@georgian.edu

**Specialized Training for Armed Officers as a Risk Mitigation Investment**

By Jonathan Mapley-Brittle

If a business is operating—then there are risks. If there is high value, either goods or information produced, then management may consider armed security personnel as first-line defense. We often find that armed officers’ training stops at the state-required level. That may not be enough if we also expect the officers to answer certain threats with bullets.

Consider the following situation: An incident on-premises required armed response. Now there is litigation and a member of your security force is being questioned.

Lawyer: Describe your training for this job:

Security officer: I am trained to state standards and licensed for armed security. I am additionally trained to our corporate training standards.

Lawyer: Describe those standards:

Security officer: 40 hours of classroom training and an annual field qualification, plus corporate-required 4 hours of forced-decision training, and a quarterly validation plus annual exercises.

Lawyer: Have you ever been in a shoot/don’t shoot scenario in your training?

Security officer: I have completed 20 shoot/don’t shoot simulations and 4 force/on force exercises as per corporate policy and as reflected in my training records.

A response to a risk is not a class or a seminar; it is a combination of developing a plan, communicating a plan and exercising

If armed officers are part of your requirements it can be worth getting them that extra, hands-on training.

Consider this second presentation instead:

Lawyer: Describe your training for this job:

Security officer: I am trained to state standards and licensed for armed security.

Lawyer: Describe those state minimum standards:

Security officer: 40 hours of classroom training and an annual field qualification.

Lawyer: Have you ever been in a shoot/don’t shoot scenario in your training?

Security officer: No but I was briefed on use of force.

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presentation you read above.

If armed officers are part of your requirements it can be worth getting them that extra, hands-on training to bring your litigation risk profile closer to the second presentation you read above.

Jonathan Mapley-Brittle works for King-33, a consulting firm that specializes in training armed officers. He can be reached at: Jon@king-33.com

Cold Calls—
What Counts When Choosing Outside Apparel for Winter and Beyond

By Dan Mendelson

Winter 2015 presented record snowfalls and cold. Now as the thaw is underway, some important lessons of the season can help you have a healthier, more resilient security team for the rest of this year and going forward.

For years, skiers and Artic explorers emphasized using layers of clothing as the best approach for retaining warmth. Yet there is more to keeping comfortable than using the traditional three layers. And although your budget may not include Iditarod-designed gear, there are ways to help your team without extreme expenditures.

If layer-one is what’s closest to the body, the base layer (and perhaps other layers) should feature wicking abilities. When you are wet, you are more likely to be cold. Wicking technology removes the moisture from the skin and helps it to evaporate away from the body. A cotton shirt as a base layer, without wicking, is the opposite of what your team should wear. Look for durable knit, wool and polyester garments.

Wicking is also a factor for consideration in shirts and even outerwear layers, but is a must-have as the base.

The next layers may be your regular uniform, but for the outermost garment have an insulating and then an outer barrier layer. Consider jackets with an insulated zip-in and a wind-breaking out layer. This style allows the item to be used in multiple seasons. The insulation layer can be wool or fleece if that is an option for your organization. The outer-most layer is your last line of defense: water and wind chill protection are important elements.

Conventional wisdom also applies here as far as what body parts to cover up. Your employee’s core is covered in layers and that’s great. But how long should the outerwear be? We advise it covers at least past the kidneys. This ensures better circulation. Another important part of dressing for warmth is covering up the head. A knit cap with Thinsulate woven into it goes a long way toward retaining heat.

The winter also brings shorter days. Adding a certain amount of reflective tape to shirts, jackets or headwear is a must for your uniform specifications. An easily identifiable employee is a safer worker.

Protecting your security team from the elements is a year round endeavor, but facing the cold can be especially stressful for employees. If you have any questions, please feel free to call us at 800-682-1606.

Dan Mendelson, President of Unitex Direct in Michigan, provides uniforms and equipment for security personnel. He is on the Security Services Council for ASIS International and chairs the Membership Committee. Reach Dan at 800-682-1606 x 226 or at dan@unitexdirect.com.

Making a Difference

By Don Davis

My role within Baker Hughes is to measure and provide solutions to manage risks globally across the enterprise. Baker Hughes provides technology and services that enable oil and gas companies to bring safe, affordable energy to the world. With revenue at $24.6 billion, the company operates in more than 80 countries and employs approximately 62,000.

When I took the position as Technical Security Manager, I had very high aspirations and immediately began to build the security program to meet the goals I envisioned. First, I

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developed core criteria and standards for equipment and systems that would meet our current requirements and allow us to add capability in the future. I proudly laid out my plan and was confident there would be a good outcome. Of course, I needed money to meet these goals, but, unfortunately, there was no prepared budget to help me fulfill my objectives. Additionally, there were the usual obstacles with change management. Getting individuals to receive and comply with the new policies was a feat. Also, since the program I developed had to be sustained over time, without budget and key personnel I was at a loss for how I was going to champion these efforts for the future.

Reality hit like a sledgehammer. It was difficult to accomplish what I needed to do and it was tough to respond quickly to some requests. My program was nowhere near as established as I’d expected it to be. Yet even the program parts that I was able to institute made a difference. Our electronic physical security systems assisted in preventing security incidents by capturing suspicious behavior so it was easier to see, record and review. Alarm systems alerted law enforcement to incidents, and that led to apprehending perpetrators. On an employee level, we were able to get a culture adopted where employees are comfortable alerting managers when they see suspicious behavior. In turn, team managers are comfortable seeking counsel on managing security risks.

So what happened? There were obstacles: acquiring funding, employees experiencing difficulty adhering to new established guidelines, etc. Yet, there were many things that the security program improvements we instituted did accomplish. The changes made a difference to the program and the organization overall. I credit much of the success to a great group of security professionals within our department who responded with energy and commitment to the changes we made. The security team was ranked #1 in 2012 and 2014, and #2 in 2013 in the Security 500 survey. Our successes were proof that good ideas can come to fruition. Our accomplishments included documenting our risk analysis process. That led to enhancing our facilities’ overall protection.

The policies, procedures and standards we instituted encouraged conversations with senior business leaders about risks and the risk mitigation measures that had to be put in place. Within the organization, we earned respect and understanding from the core groups, and since the real estate group was impressed with how we defined and explained our requirements, they provided the necessary resources to enhance security at our facilities.

The IT group also understood the benefits of logical and physical integration. Most importantly, the company’s top leadership understands that the security procedures now in place enable us to operate with greater safety, critical to our insurance ratings and policy costs.

We’ve standardized security designs and technology with full support from top management. It’s allowed us to cut certain overhead costs which contribute to operating income. We do have to work continually and proactively to maintain current systems so that costs are controlled and we stay ahead of the curve. We also have to stay attuned so that when something can be done better or more cost effectively, we make the updates.

My advice to others:

• Always look at proposals with an eye to the company’s bottom line – Focus on saving dollars not pennies
• Build a foundation of policies that allow you to consistently explain your risk-mitigation initiatives
• Implement change one step at a time
• Build partnerships within your business; not only with peers, but with management. It’s hard but it’s valuable
• Establish strategic, mutually beneficial partnerships with vendors and build a network of peers that have similar roles

Don Davis is Technical Security Manager at Baker Hughes Enterprise Security. He can be reached at: 713.466.2391 or email to: don.davis@bakerhughes.com

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Honoring the Protectors

Matthew W. Horace

Being immersed in the security industry each day, it sometimes takes another colleague to remind us that it is easy to forget to honor those who protect us all: the “Protectors of the Protectors”. We don’t always consider the individuals, the men and women who actually provide the day-in-day-out security services that make a difference in how we feel about our safety in workplaces and the commercial buildings where many of us spend our waking hours.

I’ve seen the term Security narrowly defined as: “the state of being protected or safe from harm; things done to make people or places safe; the area in a place (such as an airport) where people are checked to make sure they are not carrying weapons or other illegal materials.”

Security is a necessary element in our democracy. Beginning with the revolutionary era, we formed armies and militias to “Protect Freedoms” from tyranny and injustice. After all, royalty and land barons have always had private security forces. As any student of the subject knows, it was later in history that public policing and public law enforcement became the norm.

When global terrorists suggest that Jihadists attack US gathering places such as our malls and shopping centers, we begin to look toward the private security industry to ensure our safety and protection from destructive elements.

Private security is one of the fastest growing occupations in the United States. There are approximately 1.1 million private security officers working across the nation – far outnumbering American police officers. Some 600,000 private security officers are outsourced by organizations—working for specialized security companies hired by clients to secure and protect their premises, employees, and visitors.

If we factor in the number of corporate and private security professionals like CSO’s, analysts, directors, program managers, and others who support small, medium and large corporations, the overall number of people who are responsible for our safety and security is staggering.

Our private security protectors are at the front lobby desk when we come to work; they are at the x-ray screening device before we gain entry to the elevator banks; they are patrolling the fire stairs and perimeters of our buildings – like a background orchestra to our daily activities.

We tend to honor those working for government agencies or the military more frequently than we do those who we see every day and interact with on a regular basis. But the security officers covering huge manufacturing and storage facilities and local amusement parks perhaps play just as important a role in how we connect with our ‘freedom’ as do the military and law enforcement officers we interact with on any visit to the US Capitol.

As someone who has worked with thousands of private security officers in the last several years, I’ve come to appreciate the contribution each one makes to a sense of security that allows us to go about our regular business without always checking our 6 and feeling ill-at-ease.

In actuality, security personnel throughout the United States safeguard military bases and government facilities housing our nation’s federal law enforcement officers and civilian workforce. It is almost as if we’ve come full circle, acknowledging that it is critical to employ private security personnel to ensure security for citizens in their daily activities as we’d have expected for landed gentry centuries ago.

For those of you who work in the private security field, shoulders square, uniforms tight, eyes bright, professional and proud, and above all committed to being our protectors of safety and security – thank you. We honor you and ask that you continue to offer us the best of your service.

Matthew W. Horace is Senior Vice President and Chief Security Officer at FJC Security Services. He can be reached at: 516-328-6000 ext. 1161
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Allan Schwartz, CPP, CHS-III is founder and President/CEO of Safeguards International. He brings a significant and rare technological background to the security field. As a rocket scientist he developed numerous innovations in America’s defense and space programs. He is Board Certified in Homeland Security level III. He is also an ASIS International Board Certified Professional.

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Back in 2008, then-U.S. Presidential and Vice Presidential hopefuls Barack Obama and Joseph Biden visited the Toledo-Lucas County Public Library. The main library building had some Ohio significance since this was the first public library in the State. For Jeff Sabo, the Security Coordinator, whose previous experience included being a suburban police officer in community affairs crime prevention, it meant coordinating his 22-member security team to work with all the federal and state law enforcement groups that now arrived on-scene.

This particular library system has over 3 million visitors a year and the 177-year-old Main Library is downtown headquarters with another 18 neighborhood branches. “I knew I’d have responsibility for some 400 staff and a multitude of customers from infants to senior citizens,” said Sabo, reflecting on the start of his now 11-year role.

Sabo’s team includes several off-duty members of his community’s Toledo Police Department and the Lucas County Sheriff’s Department. There is also 24-hour dispatch and a road patrol.

“You make assumptions about working in a public library—at least I did when first accepting this new position. I was thinking it was going to be a little slower. I asked myself: ‘What will I do when I get there? Will I miss out on being involved with law enforcement functions?’ That has not been the case... I have plenty to do,” said Sabo half-jokingly.

“Many traditional security functions focus on locking things down and securing a facility, but here, we’re open to all. No metal detectors, no bag checks, so we always have to be vigilant about our surroundings. Where else can you go and have that kind of access,” said Sabo, while adding: “We do have armed and unarmed officers on the team. Moreover, it’s about having rules and regulations that are formed, but non-biased and enforcing them fairly and diplomatically...being respectful in our approach to each customer. In most cases it works, but every now and then we implement a suspension process, suspending customers anywhere from one week to a year.”
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Sabo added: “In the words of library philanthropist (Andrew) Carnegie, everyone is equal at the library, thus, everyone needs to be treated with the same level of respect. Our training for officers includes balancing law enforcement with demonstrating good customer service. Most of the people our officers interact with, they know them by name.”

Back to 2008: Sabo was called into the Library Director’s office and there sat several Secret Service agents. They’d visited the Main Library—the system’s headquarters and established a plan for that upcoming visit by the running mates...

“They outlined what we would do and who my team and I would work with. In my mind I was thinking ‘this visit has to go off without a hitch. They are in my location and this could make or break me’,” admitted Sabo.

Although he had worked a few details with Secret Service in the past, it was never on such an important and large scale as this.

“We had many meetings and they were looking for any security breaches that would be a concern. Even my own staff was required to undergo background checks and the FBI did a background check on me,” he recalled. “I handed the keys to the building over to Secret Service. This experience was life-changing for me.”

“Security team overlooking outdoor rooftop of Main Library.

Sabo worked directly with the Secret Service field agent in charge and in turn was allowed access alongside that agent. Obama and Biden spoke on the Civic Plaza outdoor rooftop of Main Library on a sunny August day. About 400 people attended.

As Sabo noted, the Library was chosen because it does have an important place in the community. And how he and his team regularly provide a customer-focused security program is also important to the visitors.

“We have a unique sense of security and safety. When an incident comes up, we address it. A public library is like a mirror reflecting... it’s an extension of that part of the city or community it serves. While security is important to a public institution, customers still need to feel like they are a part of the system—these unique experiences and striking this balance is one of the most rewarding parts of my job,” said Sabo.

Jeff Sabo is Security Coordinator, Toledo-Lucas County Public Library and can be reached at: Jeff.Sabo@toledolibrary.org

Security team overlooking outdoor rooftop of Main Library.

Obama speaking on the Civic Plaza outdoor rooftop of Main Library.
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2015

June 8
2014 ASIS NYC Golf Outing
The Village Club at Sands Point

September 18
Member Networking Event
Battery Gardens, NYC

October 16
Luncheon at Rosie O’Grady’s

November 20
Annual Breakfast and Learn
TBD

December 18
Holiday Event
Hard Rock Cafe/Times Square

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