

In partnership with:



Applied Countermeasures Group

Security & Threat Assessment



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Applied Countermeasures Group



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Dave Skinner



- ACG - Co-Founder (2015 - Present)
- Director of Security Capella Tower, MPLS, MN (2015 - 2018)
- U.S. Federal Air Marshal (2002 - 2015)
- Montana DOJ Criminal Investigator (2000 - 2002)
- IPTF Officer (United Nations) Kosovo (1999 - 2000)
- Great Falls, MT - Police Officer (1990 - 1999)
- United States Air Force - Security Forces (1986 - 1990)





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Troy Szotkowski



- ACG - Co-Founder (2015 - Present)
- U.S. Homeland Security-Special Agent (2005 - 2018)
- Federal Law Enforcement Training Center Instructor (2005-2018)
- U.S. Homeland Security - Special Operations Division (2010-2018)
- U.S. Federal Air Marshal (2002 - 2005)
- Deputy Sheriff Wisconsin (1996-2002)





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Applied Countermeasures Group

- Our Founders have over 50 years of combined professional law enforcement experience.
- All staffed consultants have over 20 years of law enforcement and/or military experience.
- Professionally Certified instructors & presenters.
- We are bringing professional law enforcement experience and training to the private sector.
- Our business model is unmatched within the industry.
- We are a National Company based in Wisconsin.
- We are 100% dedicated to our profession and our clients!



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Our Commitment to You...

- To identify security risks and vulnerabilities within your corporate offices and at your worksites.
- Present innovative ways to implement effective mitigation measures.
- Reduce your safety and security risks.
- Build a professional and lasting partnership with your corporate team and workforce.
- Provide you with professional training that will enable you to forecast, identify, prevent and report suspicious, unsafe and criminal behaviors before a costly or dangerous incident occurs.



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Adding value to your existing plans!

ACG will:

- ✓ **Conduct a comprehensive Safety & Security Risk Assessment.**
- ✓ **Develop a plan to mitigate identified vulnerabilities.**
- ✓ **Write new or review your current Emergency Action Plans.**
- ✓ **Train your employees to identify & report potential threats and vulnerabilities within the workplace.**
- ✓ **Identify the best solutions to detect, deter and defeat threats in your workplace.**
- ✓ **Conduct ongoing quarterly and annual TTX & live exercises with your team to continually enhance your EAP and procedures.**



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Presentation Objectives

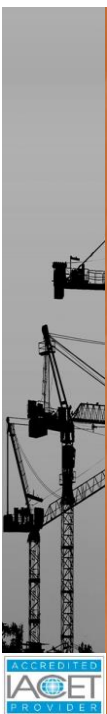
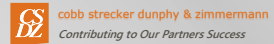
- Security Risk Assessments & Risk Mitigation
- Emergency Action Plans
- Active Shooter Incidents & Response
- Behavior Recognition & Response
- Suspect Methods of Operation
- Suspicious Indicators
- The Insider Threat
- Physical Security Measures
- Impact of Social Media
- Being Proactive vs. Reactive



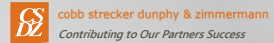
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Security Risk Assessments



This is not an OSHA thing!





What is a Security Risk Assessment?

- Based on a site visit and granted employee interviews, ACG will identify vulnerabilities associated with your physical structure, worksite, environment and personnel and offer solutions to mitigate those vulnerabilities based on our training and experience.



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Value of A Risk Assessment

- Professionals with valuable related training and experience reviewing and identifying significant risks/vulnerabilities within your business or on your job site.
- Opportunity to discuss risks vs. consequences of what could happen if not addressed.
- Create a partnership with security consultant professionals that can continually help you reduce your risks and liability.
- Learn new innovative ways to mitigate risks and threats.
- Obtain a comprehensive Risk Assessment report for internal review.
- Useful tool when preparing your Emergency Action Plans (EAP).
- The final product is clear, concise and customized to your specific needs.



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How to Get Started:

- Scope of the assessment conducted is determined based on the need and request of the client.
 - ✓ **Contracted Consultation**
- Based on the size, scope and complexity of the assessment most are completed within 45 days from our start date.
- Mitigation solutions are addressed based on company culture and desires through our formed partnership over the time determined by the client.



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What is an Emergency Action Plan?

- A customized clear and concise written plan of action when you and your employees are faced with a hostile threat, i.e. active threat/shooter, natural or mechanical threat, fire, power outage, severe weather, chemical exposure, suspected explosive device, or medical emergency.

Are you currently responding or reacting to emergency situations?



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Emergency Action Plans (EAP)

- Provides a written structured, yet simple, response plan for employer and employee actions during workplace emergencies.
- Establish realistic response plans vs. reacting to emergencies.
- Identifies how you may receive emergency alerts and warnings.
- Identifies where employees should “shelter in place”.
- Outlines procedures for evacuations and where to go.
- Identifies an accountability system for all employees.



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Active Threat / Shooter



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Workplace Shootings



Accent Signage Case

- The deadliest workplace shooting in Minnesota history began as so many other mass shootings around the country.
 - ✓ **Near the end of the work day Engeldinger, a troubled employee, was summoned to the office of his manager, John Souter.**
 - ✓ **Just a week earlier, Engeldinger had received a memo telling him that his chronic tardiness was a problem that needed to be, "rectified immediately."**



The Result

- The shooter used an easy to conceal 9mm pistol.
- 5 employees were killed.
 - ✓ Including the company founder.
- UPS Driver was killed while making a delivery.
- 2 other employees were wounded by gunfire & survived.
- Shooter committed suicide on-site.



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Risk vs. Consequences

- The risk for an active shooter incident to occur at your workplace is typically very low. If policies and procedures are in place along with implementing proper training, your business will be able to deter, detect, and possibly prevent an incident from occurring.
- The consequences are great as they typically result in serious bodily injuries to employees, the loss of life, the loss of productivity, lead to civil litigation, employee PTSD issues, and catastrophic loss of revenue.



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FBI Active Shooter Stats 2016/17



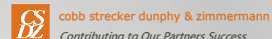
- 50 Incidents in 21 States
- 943 Casualties: 221 victims killed & 722 wounded
- 13 Law Enforcement (LE) Officers killed & 20 wounded
- 20 met the “mass shooting”
 - ✓ **Definition: 4 or more killed**
- 8 incidents ended when citizens acted
- 14 incidents ended with exchange of gunfire between shooter and law enforcement
- 18 shooters apprehended by police
- 11 suspects killed by police
- 13 suspects committed suicide



Women Killed in the Workplace

- **Homicide** is a leading cause of workplace death for women.
- “Abusers shoot women at work because it’s easy to find them there”.

Ref: US Bureau of Labor Statistics



How Do We Identify Behavior Indicators?

- ACG offers training that will teach your staff and employees what physical, emotional, and suspicious behavioral traits to look for when dealing with other employees, customers and the general public.
- After receiving this training you/they will be able to comprehend and articulate those behaviors instead of just saying *"I had a sixth sense"* or *"something wasn't right about that guy"*.



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Behavior Recognition & Response

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What is Threat Profiling?

- The recording and analysis of a persons psychological and behavioral characteristics, so as to assess or predict their capabilities in a certain sphere or to assist in identifying a particular subgroup of people.
- Threat profiling is ***not*** racial profiling. When identifying threats, we don't focus on race, national origin, gender, age, or religion.
 - ✓ We focus on subject behavior displayed in a given situation or environment.



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Behavior Recognition & Response

Behavior Recognition

- To identify or recognize suspicious behaviors that are abnormal for the time, location, and environment where the behaviors are observed, based on ones training, education, experience and familiarity with that environment.

Response

- The appropriate security response to such behavior to determine a “*threat*” or “*no threat*” situation to the immediate environment.



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Permission to Question Behaviors

- You have the authority.
- This is everybody's responsibility.
- This is your worksite, your workplace, your office.
- You are protecting your workforce, clients and innocent bystanders.
- You are protecting your property.

Interviews can be direct or indirect. You will decide on the appropriate approach based on the behaviors observed.

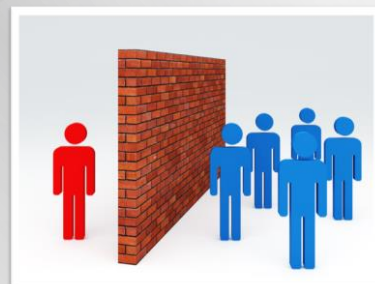


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BARRIER – an acronym that teaches!

BARRIER Deployment

Behavior
Analysis
Recognition
Response
Information / **I**nterview
Evaluation
Report



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Advantages to using the **BARRIER** system

- The **BARRIER** system is a systematic approach to identifying suspicious behavior and how to respond to that activity.
- This will deter suspects and give the impression of a “hard target” instead of a “soft target”.
 - ✓ **Examples: Airport vs. Retail store**
- Will force interaction between a suspect and an employee or security officer.
- You may learn answers regarding: who, what, when, where, why or how.



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Behavior Recognition and Response Training

- 1 to 2 hour lunch & learn
 - ✓ **Typical for executive and administrative staff members.**
- 4 to 8 hour class
 - ✓ **Excellent interactive employee overview.**
- 3 or 5 day class
 - ✓ **Generally taught to security personnel and includes extensive interactive scenario-based training.**



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Let's Get in the Weeds...



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Modus Operandi or "M.O."

- Latin for *Method of Operation*.
- The methods that will be utilized by a suspect(s) to gather intelligence and/or carry out a criminal act against your place of business.



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Criminal Act or Attack Methods of Operation

- Unauthorized access for the purpose of theft or assault
- Vandalism / Equipment and/or property damage
- Attacking personnel with a knife or other edged weapon
- Active Shooter
- Vehicular assaults
- Leaving a suspicious package / IED in a populated or targeted area
- Introducing dangerous or lethal chemicals to an occupied confined area or water source
- Suicide Bomber



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Surveillance Methods of Operation used to Gather Intelligence about Your Company and Employees



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Suspect Surveillance Methods of Operation

- Taking photos or videotaping your business operations / job site.
- Drawing sketches.
- Interviewing your employees by way of casual conversation.
- Reviewing social media posted by company and employees.
- Interviewing security personnel by way of casual conversation.
- Obtaining employment within your business or building.
- Showing interest in sensitive materials, i.e. blueprints or evacuation routes.

The potential possibilities are endless depending on the knowledge base and determination of the suspect.



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Spotting Human Suspicious Indicators

- When an individual comes into your environment, you know what is “normal” for your environment.
- You have mentally established a baseline for:
 - ✓ **Proper attire.**
 - ✓ **Normal human movement.**
 - ✓ **Appropriate human activities.**
 - ✓ **Walking or traveling patterns.**
 - ✓ **What vehicles typically belong in the area.**
 - ✓ **If a package or bag belongs or does not belong.**



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Human-based Suspicious Indicators to Look for...

Examples of human-based suspicious indicators:

- ✓ Unusual sweating
- ✓ Unusual attire for the environment or climate
- ✓ Bulges underneath clothing (*concealment of weapons*)
- ✓ Changes in voice pitch
- ✓ Repetitive unusual touching of the body and facial area
- ✓ Hesitating before approaching a target area
- ✓ Focusing on security personnel and physical security measures



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Who Do You Believe is Your Biggest Threat?



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Identifying the Insider Threat



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Insider Threat

- Employees that work within your business may know your security procedures and capabilities, in addition to having access to sensitive areas.
- Contractors, subcontractors and vendors conducting business at your facility also have access to sensitive areas and are familiar with your security measures.



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Detecting the Insider Threat

- Unusual behaviors are observed with a known employee.
- Another employee reports that a fellow employee is or has been acting suspicious.
- An employee is caught in a restricted area.
- An employee requests unusual or unnecessary access.



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Reporting the Insider Threat

- Notify a supervisor of all suspicious behaviors observed immediately.

"If you can meet the threat, you can defeat the threat."

- The Subject:
 - ✓ May or may not have criminal intent.
 - ✓ May just be having a bad day.
 - ✓ May have recently been fired from their position.
 - ✓ May have become radicalized .

"Sends a message to employees that you are getting ahead of the threat."



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Insider Threat Training

- 1 to 2 hour lunch and learn *(typical for executives)*
- 4 hour class *(typical for senior staff and employees)*
- We offer and encourage allowing ACG to Interview employees during your Risk Assessment to identify potential insider threats.
 - ✓ **What is the mindset of your employees?**
 - ✓ **Is anyone disgruntled?**
 - ✓ **Is there something going on in the field that you're not aware of?**



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Physical Security & Social Media

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Typical Worksite

ACB

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PROVIDER

Physical Security

- Current technology offers excellent opportunities to detect people and items but those tools do not make a determination of “Threat” or “No Threat”.

Example:

- ✓ An access control point, such as a keyed or electronic door lock, gate, turnstile or other access control system will deter most people from accessing a restricted area.
- ✓ If this system is not monitored by trained personnel it can be easily defeated, causing risk to your employees.

ACB

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Examples of Physical Security Measures:

- Alarm systems
- Fencing and Barriers, such as construction gates
- Closed Circuit Television system (CCTV)
- Access control systems
 - ✓ Employee badging, keys, fobs
 - ✓ Accountability?
- Typically Job/client specific, requiring client specific identification
- Access control points – permanent vs. temporary
 - ✓ Construction gates
- X-Ray machines and wands
- Door and window locks



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Examples of Human-based Security Measures

- Trained Employees – *most effective!*
- Security Officers
- Law Enforcement Officers
- K-9 Officers



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Security Impact of Social Media

Nearly everyone within the U.S. has an account with:

- ✓ Facebook
- ✓ LinkedIn
- ✓ Twitter
- ✓ Instagram
- ✓ Snapchat



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Example: Facebook

Facebook can reveal many personal aspects of someone's life, such as:

- Identity of Staff & employee family members.
- Friends of staff and employees.
- Identify hobbies and hobby locations.
- Where your employees frequent and travel.
- Planned company events.
- Your current emotions and feelings could establish when you're vulnerable.



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Proactive Measures



Reactive



How Do You Currently Deal with Emergencies?

Respond vs. React



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Proactive Activities

Giving the Ability to Respond

- Proactive activities may deter suspects and give the impression of a “hard target” instead of a “soft target”.
- Proactive activities may reveal: who, what, when, where or why before a criminal event is carried out or dangerous environment causes injury.

Proactive Response = More Control



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Reactive Responses

Forcing You to React on the Fly without a Plan

- Reactive Response will be a delayed response.
 - ✓ **Action is Always Quicker than Reaction.**
- Reactive Response is waiting for the threat or for the situation to develop before you can react.
- A response is then needed to the incident and the threat has dictated the course it wants you to pursue.



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Be Proactive

- Have a *Risk Assessment* completed by a professional consultant.
- Train your employees to recognize & understand the threat.
- Have physical security measures in place.
- Hire security personnel if the threat and risk are too great.
- Keep your Emergency Action Plans current.
- Conduct Table Top exercises on a routine bases to exercise your plans.

“Be Prepared to Protect”

Have a plan in place because you can't afford to create plans once something happens.



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In Closing...



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Services & Courses Available

- Conduct comprehensive Risk Assessments
- Develop Emergency Action Plans (EAP)
- Corporate security coaching and mentoring
- Workplace Violence Identification & Prevention Training
- Behavior Recognition & Response (BRR) Training
- Strategic Interviewing Techniques (SIT) Training
- Active Threat / Shooter Preparedness Response Training
- Firearms Training (basic – advanced) & Use of Force Training
- Mobile Venue & Mobility Phase Assessments and Security Training
- Crime Prevention through Environmental Design Training
- Scenario Based Training & TTX exercises
- Places of Worship- Developing Safety & Security Teams



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Questions for Applied Countermeasures Group



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Thank you.



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