



NOT the Security Person

*How to manage safety and security
in an age of active shooter.*

PPSA 2019 Presentation Recap



Chief Tim D. Keck, ret.

WHY SHOULD YOU LISTEN TO ME?



Because I can tell you what it is like to walk into your place of business and see bloodstains on the floor and bullet holes in the wall, after a mad man committed a double-homicide, shot one of your friends, and took over your building.

Because I can tell you what it's like to investigate and arrest the perpetrators of violence in the workplace.

Because I can tell you how to assess and prevent violence in your workplace, so you never have to go through what we did.

That's why.



Three Killer Myths

- It won't happen to us.
- It can't be predicted.
- It can't be prevented.

But things are different now.



These are the three myths we believed that allowed us to become victims of workplace violence.

We now know that none of those myths were true.

Sure, statistically, it should have never happened to us. Just like, statistically, a tragedy will never happen to you. But I can tell you from experience, that is little comfort when it **is** happening to you.

It also turns out that human behavior, in large part, is predictable. That's because we are creatures of habit. And, of course, a thing that can be predicted can usually be prevented.

We've also seen that companies are paying more attention to security in an attempt to deal with workplace violence. Many of them are giving responsibility for security to the safety manager. Like you need one more thing to do.

But even if you haven't been formally saddled with the security title, you will still find info here to stop a violent act.

We are all going to have to pitch in to help protect our friends, family, and coworkers from violence. That's just the reality we are living in.

And standing up to do a job that's not your direct responsibility, but really needs to be done, is one of the things that made this country great!



SOFTWARE SALESMAN
SPORTS FAN
LET'S ROLL



STUDENT
ASPIRING ENGINEER
GOOD KID



WAREHOUSE WORKER
CHURCH USHER
HERO

Todd Beamer helped drive an airplane into the ground to save the lives of people he didn't know. Kendrick Castillo charged an armed student at his high school in Denver, preventing many deaths but giving his own in the process. Caleb Engle fought a murderer at his church, getting pistol whipped in the process, but thwarting the attack.

They all stood up and fought. And they are all heroes.

But let me introduce you to a hero of another type. This hero notices warning signs of an impending problem, tells the right people, and derails the violence before it ever happens.

In my mind, this person is just as much a hero as the one who is forced to fight.

WHICH HEADLINE DO YOU PREFER?



Nobody likes this one.



This is better.



But this is my favorite.

Because there wasn't any mayhem to report that day.

We'll share how to avoid the crime scene tape and aim for the nuggets. But in a worst-case scenario, we'll also teach you to survive.

FIRST LET'S TALK ABOUT SECURITY'S RESPONSIBILITIES:



We Protect...



Security's Three Big Buckets

We protect People, Property, and Information. Let's cover these in reverse order.

Realistically, no one is here to learn about IT Security. Wrong topic, wrong association, wrong conference. Definitely the wrong speaker! So, let's talk about protection of property and people.



Best of the Basics

- Target Hardening
- Access Control
- Asset Deployment

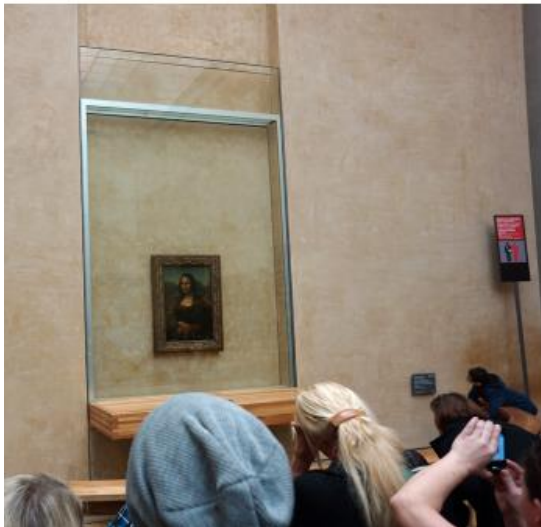


Target Hardening



- Broken Windows Theory: Give the impression someone cares.
- Visible Deterrent: Signs, cameras, security officers.
- Visibility/Lighting: Give them no place to hide.
- Surveillance: Increase chances they will be seen.
- Alarms: Increase chances they will be caught.

Access Control



- Locks (Doors, windows, cabinets, etc.)
- Staffed Doors/Gates
- Monitored Access (Cameras, computer log-in, etc.)
- Fencing
- Signage

Asset Deployment



- Where can I put my resources to
 - See first?
 - Act first?
 - Protect the most critical?
 - Protect the most vulnerable?

Brainstorming Bad Guys



- List the important things you must protect.
- Determine which are the most critical.
- Ask yourself: If I wanted to _____, how would I do it?
- Start with what you've got.

The key here is to have a brainstorming session where you put yourselves in the shoes of the bad guy and come up with a way to circumvent your current security practices. Then start with the resources you've got to deter crimes. Even if you have to resort to party poppers and duct tape.

Undoubtedly, the answer to listing the most important things you must protect will include finding a way to:



Because things are bad and only getting worse:



10%

of people who die at work are murdered.

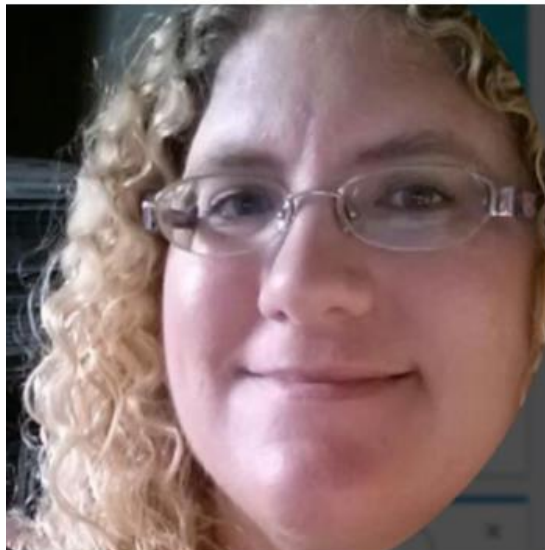


80%

of all mass murders occur at someone's workplace.

AND WHAT WE ARE DOING ISN'T WORKING.

If all you've done is what you see below, then you simply haven't done enough.



Kate Nixon

This isn't enough.

- Doing nothing.
- Posting signs.
- Deploying cameras.
- A 7-minute *Run, Hide, Fight* video.

Katherine Nixon was killed in the Virginia Beach City Planning Office shooting on May 31, 2019. According to various news reports Kate, a

veteran engineer for the City of Virginia Beach, was shot in the shoulder. At 4:06 p.m. that Friday, she called her husband, saying she was wounded and for him to call 911 while she worked to help others. As of this writing, we don't know exactly how she died.

THIS IS **WHY** WHAT WE'RE DOING ISN'T ENOUGH.

Because of guys like Jason Nixon, Kate's husband. After the shooting Jason revealed that, the night before the murders, Kate told him she was frightened. That one of her fellow engineers wasn't a good worker. That he wasn't a good guy. And that she had really bad vibes about him.

In fact, she almost took her husband's pistol and secreted it in her purse before going to work. But, fearful of violating city policy, she decided not to take it.

Jason has hired an attorney and is determined to learn why warning signs were ignored and employees weren't trained in what to watch for. He is demanding a new standard of prevention and de-escalation, in addition to improvements in survival training for worst-case scenarios. We believe he has a very strong case.



Jason Nixon

Here is why.

- Was a poor engineer.
- Was not a nice guy.
- Had really bad vibes about him.
- Almost hid a pistol in her purse.

"This is about mental health and people being trained properly, and there are red flags."

"She fought to the end and it's my turn to fight for her now."

A New Standard is Coming



IMPROVEMENT IS ON THE WAY AND IT INVOLVES NEW WAYS OF THINKING, BETTER TRAINING, AND STRUCTURAL CHANGES

As the illustration reminds us, we must all seek new and better ways to keep people safe as they do their job. The current standard in protection from violent acts at work looks like this:

1. A policy against violence.
2. Installation of cameras.
3. Placing signs and placards.
4. Watch a *Run, Hide, Fight* video or complete ALICE training.

While these efforts are a good start, in many cases they have proven woefully inadequate. When it comes to the possibility of preventing the incident to begin with, these steps are **completely worthless**.

The flaw is in the way we think about violent acts. We have bought into the myths mentioned on page 3, then applied a Security Model to protecting ourselves. But the Security Model offers only one layer of protection. That's simply not enough.

THE SIX ELEMENTS OF THE NEW STANDARD:

1. Adopt a Threat Assessment & Management Model



- Avoid
- Know
- Assess
- De-Escalate
- Defend

The adoption of a Threat Assessment and Management (TAM) Model offers five layers of protection. The one you see above is our proprietary model, but there are others.

We believe (and have proven) that best-practice is to Outsmart the bad guy with good intel and strong systems. If he continues to be a problem, we suggest Outmaneuvering him with an accurate assessment and an effective threat management plan. In a worst-case scenario we must Outfight the bad guy through superior training and tactics. And we must always remember that the driving force for these steps is because we care about our people so much we are willing to Outlove, surpassing what most employers would do to keep their people safe.

Broken down to the next level, the way we do that is to:

Avoid – The ideal situation is to avoid the problem altogether. If we position ourselves properly, the likelihood of an attack is much reduced.

Know – This layer refers to the importance of *knowing* that a threat exists. If you aren't even aware of a threat, it's virtually impossible to prepare and respond properly.

Assess – Here is where we make an accurate assessment of just how dangerous a situation truly is so we can respond appropriately.

De-Escalate – Through active methods, we manage the situation to reduce the danger and make the threat evaporate.

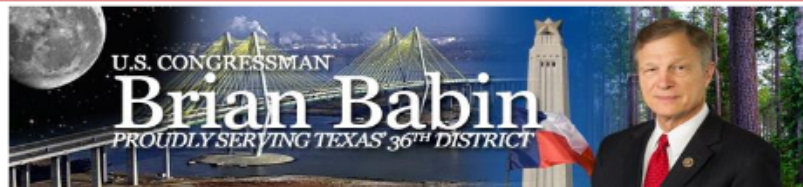
Defend – In a worst-case scenario, we teach proven strategies for sounding the alarm, calling 911, evacuation or lockdown, the necessary steps to survive (disrupt, distract, disarm, defeat) and how to interact with responding officers.

Threat Assessment and Management (TAM) has been around for decades but it's use has been restricted to agencies like the U.S. Secret Service and the U.S. State Department. A few large law enforcement agencies also use TAM models, the first being LAPD's Threat Management Unit which was formed in response to the murder of actress [Rebecca Schaeffer](#) by a stalker. But, sadly, most law enforcement agencies haven't been trained in TAM.

That is changing.

An effort is now underway to develop nationwide TAM training and standards for all law enforcement and security agencies across the country. It is sanctioned by the [Association of Threat Assessment Professionals](#) (ATAP), a worldwide organization based in Los Angeles.

ATAP endorsed the [bi-partisan bill](#) introduced by Congressman Brian Babin of Texas that would put federal funds behind the education and training for people in every state.



H.R. 838, the Threat Assessment, Prevention, and Safety (TAPS) Act

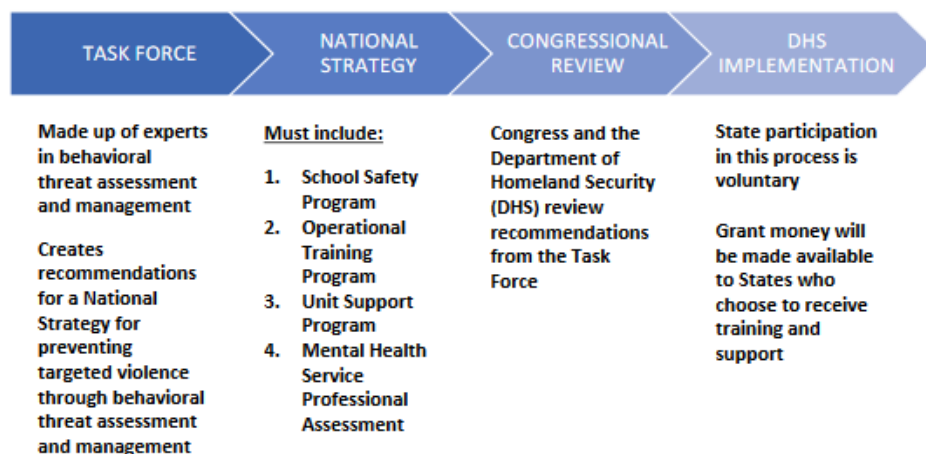
Whether it's a shooting, stabbing, weaponized vehicle, or bombing, mass casualty events are occurring too often. These horrific tragedies are impacting our nation indiscriminately. Americans want a solution – I believe we've found one.

For decades, a process to identify, investigate, assess, and mitigate threats has been in place to counter targeted violence. Pioneered by the U.S. Secret Service, behavioral threat assessment and management has proven successful in protecting our presidents and foreign dignitaries. **If this process works to protect the president, elected officials, foreign dignitaries, and even celebrities, why aren't we using it to protect our children and local communities?**

The TAPS Act:

- Will standardize and provide a behavioral threat assessment and management process across the Federal government
- Will provide States the training, resources, and support needed to stand up community-based, multidisciplinary behavioral threat assessment and management units
- Recognizes that behavioral threat assessment and management processes must become part of the culture and fabric of contemporary law enforcement
- Urges that this is a matter of national security – if we act now and work together, we can save lives

How it Works:



"Let's manage the threat before an attack occurs.

By the time the first shot has fired, it is too late – we have failed." – Rep. Babin

If you have any questions or would like to cosponsor this bill, please contact Steve Janushkowsky (steve.j@mail.house.gov) or Lauren Ziegler (lauren.ziegler@mail.house.gov)

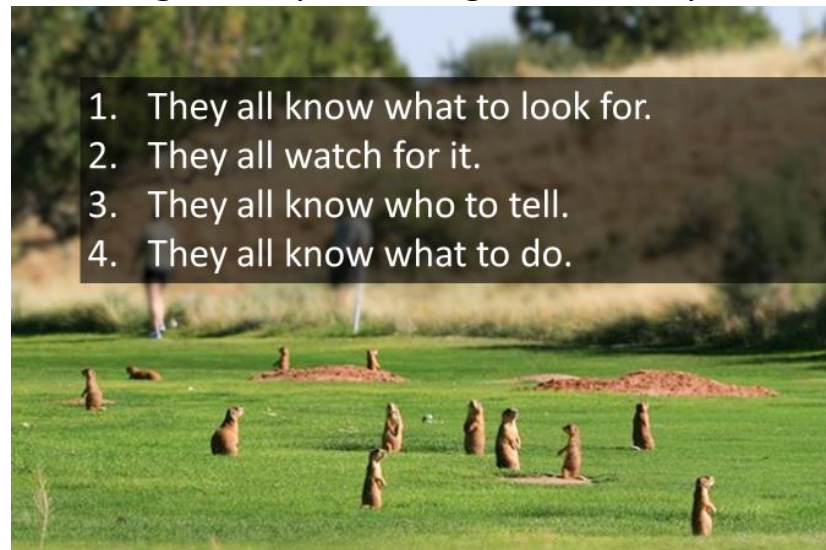
The use of a Threat Assessment and Management (TAM) model is the future. It works. Why not get a head start by letting us train you?

2. Focus on Prevention/Warning Signs/Intervention



The new standard necessarily puts an emphasis on preventing a violent attack by learning the warning signs, violence correlates, and intervention/de-escalation methods. The image of the prairie dog on the left shows what we should be doing. The image on the right shows what most of us are currently doing.

The thing about prairie dogs is that they know four important things.



And they do those things.

And they survive.

Good grief.

Let's at least be as smart as a prairie dog.

3. Mandate Education for all Employees



Expert In-Person

Online

Train-the-Trainer

Survival Mindset – Tactical Breathing – Visualization Drills

The single most important thing we can do to keep each other safe is to educate our people. The best way to do that is **in-person with an expert** so that you can ask questions and get personalized instruction. (We do this training a lot.)

If that's not possible, then take an **online course** that covers elements of prevention and mitigation and survival. (We are currently filming an unprecedented, comprehensive, one-of-a-kind, on-demand training course. It is expected to launch this fall.)

Another viable alternative is to have some of your own folks take a **train-the-trainer** course to develop expertise in house. (We offer a three-day, competency-based course that is imminently practical and taught by experts.)

We also strongly recommend that your folks complete an **examination** after the training. Your efforts are far more defensible if you can prove that people were awake during the course and grasped the core concepts.

As to training content, there are three elements you can start on right now:

Survival Mindset – You must decide right now to survive. That you can and will make it through whatever comes. If you decide to run, you will run fast. If you decide to fight, you will fight like your life depends on it. Because it probably does. If you get shot, you will keep moving, provide self-care, and refuse to give up. Developing a survival mindset is critical.

Tactical Breathing – When you become involved in a critical incident, and your adrenaline-induced heart rate jumps over 145 bpm, a number of psycho-physiological changes occur in your body. Some of these changes are good (you become stronger and faster) and some are not (the stress makes you stupid). I'm referring to the way your body keeps blood from going to the parts of your brain that you need for cognitive processing. It keeps you from being able to think things through clearly.

The only way to gain control is through tactical breathing:

- Breathe in through your nose, to a four count. Fill your lungs.
- Hold for two.
- Exhale through your lips (literally, purse your lips as you blow), to a four count. Empty your lungs.
- Hold for two.
- Repeat two times. Stop if you become light-headed.

This process lowers your heart rate 30% and restores your ability to think logically, helping you make better decisions and substantially increasing your chances of survival.

Visualization Drills / Pre-Planning – This is where you play the “What would I do if...?” game. It’s thinking about things that might happen during an attack and determining right now, when you *aren’t* under extreme stress, how you would deal with them. In essence, you’re creating a program for your brain to run when it needs to, instead of trying to code the program in a hail of gunfire. Because that doesn’t work.

The rules for effective visualization are as follows:

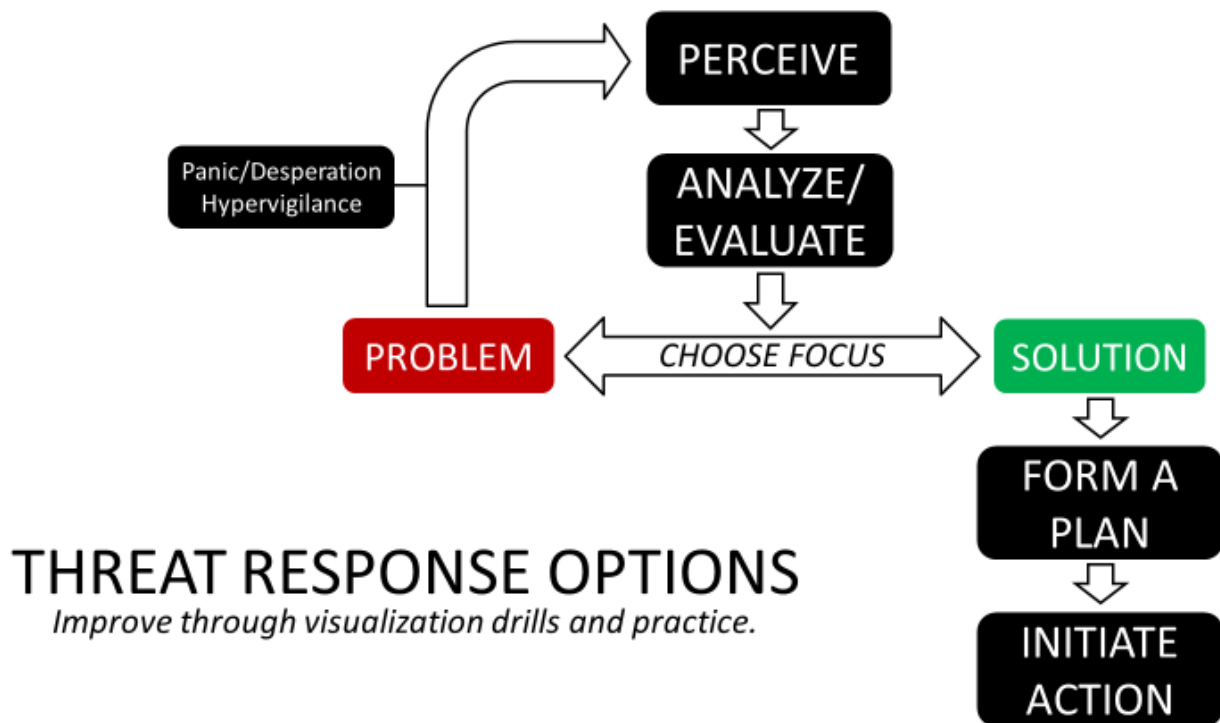
1. Include all your senses – Think about what you would see, hear, feel, taste and smell as you think through your scenario. This helps soft-wire the program in your brain.
2. Make your situation and your response realistic – There is arguably little reason to waste time pre-planning a response to an attack by Ewoks (mostly because they’re fictitious). As to your response, only pre-program things you can do. If your plan involves a series of jump-spinning-heel-kicks, but you can’t do one, get a new plan.
3. You must win – Never, ever, imagine a scenario in which you lose, for obvious reasons.

Note: Another element of pre-planning might involve checking your own workspace for tools you could use to aid in creating a barrier or defending yourself. You might also consider what items to keep in your immediate area (within company policy guidelines) that could help.

Why Mindset Training Matters

The graphic below illustrates how your brain works each and every time it perceives a threat. If you don’t Perceive it, you won’t react at all. The next step is to Analyze (What is that?) and Evaluate (What does it mean to me?). Then comes the critical decision we call Choose Focus.

If you focus on the Problem, you can easily get stuck in a feedback loop. It might sound like this “Oh crap, there’s a gun. I’m going to die! Oh crap, there’s a gun. I’m going to die!! Oh crap, there’s a gun. I’m going to die...etc.” This often results in unpredictable and unproductive reactions or freezing in place.



The better choice is to focus on the Solution, which moves you toward forming a Plan and then initiating Action. Of course, if you make the plan ahead of time (through visualization drills and physical practice), your reaction time will be substantially lessened.

That might just save your life.

But the thing that can save everyone’s life is to recognize the warning signs, tell someone who knows what to do, and actively manage the situation until it goes away.

One of the most important parts of this training is the warning signs or violence correlates that people should watch for, as well as who they should tell. Forewarned is forearmed or, more importantly, forewarned makes prevention possible.

Here are a baker's dozen warning signs to look for in a person's attitude, behavior, and circumstances:



Sample Behavioral/Situational Warning Signs

- Blames others.
- Not adaptable.
- Low self-esteem.
- Loner.
- Depressed.
- History of mild mental health issues.
- Multiple major life stressors.
- Irrational beliefs and ideas.
- Sudden change in belief system.
- Little empathy for others.
- Severe mood swings.
- Recent purchase of a firearm.
- Diminishing inhibitors

If **all** your people are trained to recognize the warning signs and they know who to tell, and that person knows what to do, you've given yourself the best chance of preventing a violent act. That should *always* be the goal.

But in cases where prevention hasn't worked, we must still educate our people on what to do in a worst-case scenario.

Our model for dealing with such situation is called SCENE.

Typically, this model only becomes necessary when TAM isn't being used. But sometimes it can still happen. Then we wind up where we never wanted to be, forced to deal with someone who has mass murder as a goal.



Let's define each component of the model.

Sound the Alarm – Alert those around you in order to help save as many as you can. That may involve an audible alarm, a smart phone messaging app, or simply shouting “Gun!” as you begin to execute your game plan.

Call for Help (911) – When you can safely do so, call 911 from a mobile phone so that you can keep moving. When the dispatcher answers, tell them *Who* you are, *Where* you are, and *What* is going on. Be prepared for a lot of questions. Answer as best you can, but not when doing so might compromise your safety. When you need to focus on executing your plan, don't hesitate to hang up. You can always call back later.

Also, bear in mind that if the dispatcher gives you instructions that will obviously put you in more danger, you are **not** required to follow them.

Evacuate/Lockdown or Both – The best thing to do, when possible, is to get out of the building. We teach multiple SWAT-based tactics for moving safely through the building and navigating your way outside.

When you get outside, move away from the building using cars, fences, trees or other buildings as concealment. Do **not** gather at rally points (unless they are blocks away) as that creates another easy target.

If evacuation is not feasible, then locking down in a secure room is the second-best option. A room with glass windows or a door that doesn't lock is **not** secure. (See Standard 5 below.) When you get into the room, lock the door and stay low. As best you can, keep clear of likely bullet paths and wait until the police arrive to come out.

Necessary Steps to Survive – There are four tactics you should consider using to survive:

1. **Disrupt** – During most mass-murder incidents, the killer has a plan. He also knows about how long he has to execute said plan before help arrives. We are familiar with several incidents in which a disruption of that plan saved lives.

How might you disrupt the plan? Locking and/or barricading a door with a desk or filing cabinet, wedging office scissors vertically under the door, using a neck-tie or belt to tie off the handle so you can stand to the side and hold it while staying out of the line of fire are a few ways. We cover many more ideas during our seminars, but it's most important to use the Pre-Planning above to develop your own.

2. Distract – When a mass-murderer is carrying out his sinister plan, he has a goal in mind. That goal might be anything from the death of a certain person or group of people, to the highest body count possible. He knows how he will carry out the crimes and is focused on how that will work.

It is precisely that focus that gives us a chance. Any unexpected event may distract the gunman from his intended purpose, allowing intended victims to escape or fight back. Examples are pulling the fire alarm, activating sprinklers, spraying him with a fire extinguisher or throwing objects at his face as you attack.

As above, we cover many more ideas during our seminars, but it's most important to use Pre-Planning to develop your own.

Practicing these sorts of things with your friends can make you nearly unstoppable as two or more people fighting back together virtually always win.

Distraction techniques tend to last only a few seconds, but they can be stacked and/or repeated. And sometimes, a few seconds is enough to save your life.

3. Disarm – As we have often demonstrated from the stage, it is possible to take a firearm from someone even if they are pointing it at your head. If you're closer than about eight feet, it works every time because action *beats* reaction. If you're farther away than that, it's usually best to run away, scrambling side-to-side as you go. It's harder than you think to hit a moving target.

If there is nowhere to run, then using your distraction techniques will allow you to get close enough to disarm the person. And if several of you attack simultaneously, you *will* win.

We teach several disarm techniques in our seminars, covering handgun, long gun, knife, etc.

[Here is a refresher video](#) of a pistol disarm technique.

4. Defeat – The model we are seeing today from these killers is that they intend to murder as many people as possible. That means negotiating or reasoning with such persons is rarely a viable alternative. It also means if you cannot escape or hide effectively, fighting may be your only chance at survival.

Follow your **instincts** about the decision to fight or negotiate.

And should you choose to fight, you cannot stop until the bad guy is soundly defeated. That typically means he is restrained by multiple people (and 10 yards of duct tape), unconscious, or dead. You must come to grips today with the fact that, under certain circumstances, only aggressive, violent action on your part will save your life and the lives of your friends.

It isn't like the movies. It isn't life the way it should be. Frankly, it sucks. Especially if survival is up to you.

So, once you initiate the action, you cannot stop until you are certain he is defeated. Period.

We have seen evil and it is usually only stopped by a good person who refuses to be a victim.

Emergency Responders Arrive – React properly to responding officers by realizing *they don't know* who the bad guy is. They will treat everyone as a suspect until they are sure. Plan to extend your arms above your head, show them your palms, and do everything they say. Period. They may be a bit rough with you, but don't resist. If you have a complaint, make it after you're safe and sound.

What would happen at *your* company?

Organizations must be prepared to deal with the most common scenarios that we see across the country. Currently, can you predict what will happen at your place of business when someone exits their car in the parking lot with a shotgun? Will anyone notice them? Will the message get communicated to the people manning the doors, if they exist? Is there a plan in place that everyone knows and has practiced? Will you shelter in place, move to a different location, and/or engage the subject with armed resistance?

These are the types of questions that must be asked and answered for your individual company. We strongly recommend sitting down with one of our experts and working your way through the layers to take full advantage of the ThreatShield 5 model.

The final module of mandatory training should be simple techniques to save someone's life in the aftermath of a shooting.

Tactical Medicine

How to save your friend's life.



Learning how to stop the bleeding through direct pressure or tourniquet and how to keep someone out of shock are techniques that can be easily taught and easily applied. And they just might your life!



The fourth element in the new standard is that, when possible, work stations should have more than one way to come and go from them. The idea here is that, if you hear gunfire from the left, you go right. And visa versa. This practice prevents workers from getting trapped in an area they can't escape from.

Of course, this isn't always practical. That's why the standard says "should" instead of "must." When not feasible, see the next standard.



5. Ones That Don't, Must Have Doors Fortified to Deny Entry

When you simply can't provide the elements of number 4, opt for creating safe spaces at, or very near, the workstation that have fortified doors. It is generally impractical and cost-prohibitive to construct walls and doors that are truly bulletproof. And even handgun rounds will easily pass through most current commercial construction. Instead, opt for fortified doors that deny entry for a longer time than it is expected for help to arrive.

We generally recommend installation of two heavy-duty deadbolts. Unless the door has a glass panel that can be broken out to reach the locks, a deadbolted commercial door will provide several minutes of resistance to breaching. That's generally all you need. Bad guys know they only have minutes before the police arrive, so when they can't breach a door quickly, they tend to move on to easier targets.

Notes on Secure Doors

There is a lot of misunderstanding as to just how "bulletproof" a door or window actually is. In addition, there are multiple standards from

multiple agencies, such as U.L., U.S. State Department, N.I.J., and several others ([see charts here](#)). U.L. levels of protection range from stopping an average 9mm handgun round (Level 1) to protection from a .50 caliber rifle (Level 10). But you have to bear in mind that most tests are conducted with between 1 and 3 shots, not the 30 that a rifle magazine might hold.

Since we know that many rampage shooters use a 5.56 caliber round, it would be ideal to provide protection from that bullet. However, such material will be about 2" thick and may weigh 24 pounds per square foot, making an average door crush the scales at well over 500 pounds. The cost would likely crush your budget as well.

There are two practical types of protection: bullet resistant glazing and secure doors. We don't expect either of those to stop bullets. We expect them to slow an aggressor enough to provide for escape or rescue.

When we speak of glazing for glass, we're referring to a laminate that makes the glass extremely difficult to break out and get past, even though multiple rounds have been shot through it. It tends to stop the shooter long enough that he moves on. When we speak of secure doors we are usually speaking of a typical commercial metal or solid-core wood door in a metal frame with heavy-duty dead bolts or similar lock. Ideally it would be a door with no glass. If it needs glass, then the glass should be replaced or reinforced in such a way that an attacker cannot physically get through it.

This is much harder to do when the door has a lot of glass. Often, the simplest solution is to replace any full- or half-light doors with narrow-light doors, then add additional locks and/or glazing to prevent the shooter from breaking the glass out and reaching in to unlock it.

In some situations, a simple camera system can do away with the need for having any glass in the door at all.

Remember the goal is to calculate probable emergency response times (law enforcement or armed security), then design a door that can hold out longer than that.



6. Employees Should Be Coached to Develop Individualized Plans

The final element of the new standard is that all of your people should be coached through developing their own individual plans. This is using the “What would I do if...?” game mentioned on page 18 to combine the basic principles with their unique situations.

Then each employee can use visualization and physical walkthroughs to practice and hone their plan to perfection.

One of the advantages of in-person training is that this sort of thing can be done very effectively.

Well, that's the recap. It was good to see you at PPSA. Maybe I'll see you again in Orlando next year.

Or maybe you are ready to act. Maybe you're ready to become the hero who prevents a violent act and saves a lot of lives.

Let us provide training, vulnerability studies, threat assessments and management plans. We do that for someone in the U.S. almost every day.

Here is my direct contact information:

tim@gobulletproof.com

479-644-1717 (Cell)

Note: We are branding all our comprehensive Active Shooter and Workplace Violence Prevention, Mitigation and Defense efforts under ThreatShield5.com.



If you go to the site you can download a free Cheat Sheet on *Five Ways to CYA on Active Shooter Training* as well as a five page document entitled *How to Terminate an Employee Safely*.

The site isn't fully functional just yet, but expect a mind-blowing on-demand video training experience to be ready by fall.