The Incident Management Team (IMT) is an internationally renowned management consulting, threat assessment, crisis management, training company based in West Bloomfield, MI with affiliates world-wide. IMT’s multi-disciplinary staff and contractors include nationally recognized threat assessment professionals, clinical psychologists, and executive protection professionals who have implemented successful national and international programs in both the public and private sectors.

Training and programs IMT have developed on Workplace Violence Prevention, Threat Management, Active Shooter Survival, Crisis Management / Recovery, Victim Avoidance / Personal Safety / Verbal De-escalation, Plan Reduction in Force, have been on the leading edge of “best practices” models. Its staff has presented on these topics to audiences, worldwide, including the United States, Mexico, Canada, Europe, the Philippines, Brazil and Asia.

Since 1977, IMT consultants have assisted Fortune 500 companies, healthcare systems, governmental entities, educational institutions, military commands, unions, police and governmental entities with “in-house services” to:

- Design, develop & operate Comprehensive Violence Prevention and Threat Management Systems
- Conduct Active Shooter Survival Training / Drills / Active Shooter Response Protocols
- Assist Legal Counsel to assess risk and to develop litigation defense strategies in workplace violence cases
- Provide Remote and On-Site Threat Management regarding individuals who have made threats to the company’s people, operations, assets or proprietary systems
- Deploy On-Site Crisis Response Teams after workplace violence, accidents, fatalities
- Deploy Executive Protection / Site Security Teams to protect people and assets
- Design strategies to manage organizational change, downsizing and reductions in force
- Conduct Security Surveys regarding Access Control, Emergency Alert Notifications, Site Protection

Major traumatic incidents IMT has provided on-site response include:

- World Trade Center 911 Terrorist Attacks
- Oklahoma City Bombing
- Multiple U.S. Postal Service Shootings
- Over 2500 workplace emergencies, shootings, fatalities and critical incidents

Clients with whom IMT has consulted with and/or developed crisis response, workplace violence prevention, reductions in force, organizational change programs include:

- HEICO
- Intel
- United States Army
- Southern California Edison
- Ford
- U.S. Marshals Service
- MISHEDA
- Ryder Systems
- UAW
- U.S. Postal Service
- Continental North America
- Chrysler
- Daimler - Mercedes
- Los Alamos National Laboratory
- NASA Langley
- OSHA – US Department of Labor
- DTE Energy
- Henry Ford Healthcare
- General Motors
- Chrysler Fiat (FCA)
- Eaton Corporation
- GE
- Key Bank
- Lockheed Martin
- ABC / NBC
- BASF
- Ascension Providence HC

Please contact Dr. Kenneth Wolf at 248-217-1677; kwolfphd@theimt.org
Dr. Kenneth L. Wolf consults on Workplace Violence Prevention, Active Shooter Survival, Behavioral Threat Management, Protective Intelligence, Crisis Management Strategies and Downsizing Reductions in Force. He is the Managing Partner of the Incident Management Team with affiliates worldwide.

Dr. Wolf assisted U.S. Army Infantry Units at Ground Zero and the Fresh Kills Land Fill after the World Trade Center Terrorist attack and has trained mass casualty crisis recovery teams for Army military commands. He was a Violence Management and Crisis Response Consultant to the United States Postal Service and assisted with critical incident debriefing following the mass shootings at the United States Post Office in Royal Oak (1991) and Dearborn, Michigan (1993). He assisted with Crisis Management Response after the Northwest air disasters of Flight #255 (1987) and Northwest Flights #299 and #1482 (1990). Dr. Wolf assisted Ryder System and UAW- General Motors after the Oklahoma City Bombing.

Dr. Wolf has been a consultant for the U.S. Army and Department of Defense in the areas of Violence Prevention, Protective Intelligence and Crisis Response. He consulted with the Defense Logistics Agency (DLA) HQC in Mass Casualty Response to Terrorist Events. From 1994-2004, he was an Instructor with the U.S. Army Civilian Human Resource Center (CPOCMA) at the U.S. Army Aberdeen Proving Grounds, training Army Command, supervisors and personnel from Army installations world-wide. He has assisted with / implemented training programs for Redstone Installation/ U.S. Aviation and Missile Command, USATA, Army Materiel Command (AMC) Headquarters, U.S. Military Academy at West Point, Ft. Bragg Special Operations Command (USASOC), STRICOM Naval Warfare Center, Army Test and Evaluation Command (ATEC), Army Evaluation Center (AEC), Aberdeen, Ft. Lewis, Defense Logistics Agency Command (DLA HQC) Fort Belvoir, Defense Logistics Information Service (DLIS), Fort Meade, Fort McAlester, Fort Drum, Blue Grass Army Depot, Polk Air Force Base, Kirtland AFB, Rock Island Arsenal, Fort McCoy and Fort Carson.

Dr. Wolf was given the United States Army Special Operations Command (USASOC) Medallion for Excellence by Lieutenant General Philip Kensinger, Jr., Commander, for his training on Violence Prevention, Threat Assessment and Crisis Recovery After Mass Casualty Events at Military Installations, on May 7, 2003, conducted at the United States Army Training Center at Fort Bragg, North Carolina.

He helped develop world-wide Violence Prevention/Threat Management Programs for Intel and Eaton Corporation and their trained global threat assessment teams in North America, England, Holland, Switzerland, China, Brazil, Mexico, the Philippines, Malaysia and Southeast Asia.

Dr. Wolf assisted in writing the National Critical Incident Crisis Programs for UAW-General Motors, UAW-Chrysler, Pinkerton, Nortel and American Natural Resources (ANR) and trained their Crisis Response Team members at their North American facilities, respectively. Funded by MIOSHA, he has trained representatives from over 3000 employers in Threat Assessment, Active Shooter Survival, Verbal Diffusion and Crisis Response.

Dr. Wolf from 1977 through 1985, was a Police Psychological Consultant to the Detroit Police Department working with the Director of Personnel, Medical Section, Training Division, Personal Affairs Unit, Special Events and Narcotics Sections. He assisted with crisis intervention after line of duty critical incidents. From 1999 to 2005, he has helped design the City of Detroit’s Violence Prevention Program.

From 1985-1995, Dr. Wolf was a sworn Special Deputy Sheriff with the Wayne County Sheriff’s Department, was on the Executive Administrative Staff of the Sheriff and was Director of the Sheriff’s Department’s EAP and Critical Incident Stress Management (CISM) Team.

As a Police Psychologist, Dr. Wolf has consulted in critical incident stress management (CISM) programs with the U.S. Department of Justice (DOJ) EAP, the U.S. Marshals Service, the Federal Law Enforcement Training Center (FLETC), Glymco, GA., U.S. Bureau of Prisons, Office of the U.S. Attorney General, U.S. Postal Service, Los Alamitos National Laboratory, National Aeronautical and Space Agency (NASA) Langley, and has been a Senior Crisis Consultant to Wayne and Macomb County’s Emergency Management Response Teams and the Psychological Crisis Consultant to Wayne County’s Weapons of Mass Destruction Response Team (Chemical/Biological Weapons). He has conducted CISM activities for over 20 police departments in Michigan. He has trained police, security, fire and emergency service CISM teams throughout North America and the Metropolitan Toronto Police Force. He was a Certified Trainer of the International Critical Incident Stress Foundation (ICISF) in Peer Support Critical Incident Stress Management (CISM). He is a Psychological Consultant to the Police Officers Association of Michigan (POAM) and Fraternal Order of Police (FOP).

From 2003-2009, Dr. Wolf was Adjunct Faculty at Michigan State University, School of Criminal Justice, teaching seminars in Threat Assessment, Preventing Police Suicide and Crisis Management. For two years, he was a Michigan Commission of Law Enforcement Standards (MCOLES) instructor teaching Training Police, Correction Officers, Probation, Parole and Court Personnel on How to Manage Contacts with Mentally Ill Citizens. He taught an Oakland University Criminal Justice CREST / MCOLES funded course on Implementing Law Enforcement Critical Incident Response Programs. He was Adjunct Faculty at the Miami Dade College School of Criminal Justice and taught at ESI-Lifeforce, one of the oldest International Executive Protection Schools in the U.S.

As a consultant for the United States Attorney General’s Office and the United States Marshals Service, Dr. Wolf was qualified as an Expert Witness in Violence Assessment and Post-Traumatic Stress by Chief Federal Judge James C. Turk of the United States District Court for the Western District of Virginia.

Dr. Wolf has presented at American Bar Association (ABA) National Labor Litigation Law Section conferences and State Bar of Michigan Programs on Threat Assessment of Dangerous Individuals; Managing High Risk Terminations; and Crisis Recovery after Mass Casualty Events. He has been on the faculty of the Institute for Continuing Education (ICLES) sponsored by the State Bar of Michigan and University of Michigan Law School. Dr. Wolf has consulted on litigation defense strategies with law firms including Morgan Lewis & Backius; Littler Mendelson; Paul, Hastings, Janofsky & Walker; Gardner, Carton & Douglas; Constangy, Brooks & Smith; Clark Hill; Dykema Gosset; Dickinson Wright; Kella Thoma; Eastman and Smith; Foster Swift Collins & Smith; Barnes & Thornburg; Eastman Smith; Pilchak Ryder; Varnum Rittering Schmidt & Howlett and the City of Detroit Law Department.

For the American Society on Industrial Security (ASIS), Dr. Wolf gave testimony on Workplace Violence before Congressional Committees of the U. S. Senate and House in Washington D.C. on November 2, 1994.

Dr. Wolf has assisted universities, schools and healthcare organizations implement violence prevention / threat assessment programs. He has also assisted General Motors, Chrysler, Eaton, Blue Cross, the State of Michigan and Kelly services with downsizing and plant closure consultation.

He has been a News Analyst for the Detroit affiliates of ABC, NBC and CBS television. Dr. Wolf received his B.A. from Columbia College, NY and his Ph.D. in Clinical Psychology from Wayne State University.
Active Shooter Response Guidelines

Kenneth Wolf, Ph.D.

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

1. Evacuate

If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
• Have an escape route and plan in mind
• Evacuate regardless of whether others agree to follow
• Leave your belongings behind
• Help others escape, if possible
• Prevent individuals from entering an area where the active shooter may be
• Keep your hands visible
• Follow the instructions of any police officers
• Do not attempt to move wounded people
• Call 911 when you are safe

2. Hide out

If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

Your hiding place should:
• Be out of the active shooter’s view
• Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
• Not trap you or restrict your options for movement

To prevent an active shooter from entering your hiding place:
• Lock the door
• Blockade the door with heavy furniture

3. If the active shooter is nearby:

• Lock the door
• Silence your cell phone and/or pager
• Turn off any source of noise (i.e., radios, televisions)
• Hide behind large items (i.e., cabinets, desks)
• Remain quiet
If evacuation and hiding out are not possible:
• Remain calm
• Dial 911, if possible, to alert police to the active shooter’s location
• If you cannot speak, leave the line open and allow the dispatcher to listen

4. Take action against the active shooter

As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
• Acting as aggressively as possible against him/her
• Throwing items and improvising weapons
• Yelling
• Committing to your actions

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES

Law enforcement’s purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

• Officers usually arrive in teams of four (4) or as manpower allows
• Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
• Officers may be armed with rifles, shotguns, handguns
• Officers may use pepper spray or tear gas to control the situation
• Officers may shout commands, and may push individuals to the ground for their safety

• Remain calm, and follow officers’ instructions
• Put down any items in your hands (i.e., bags, jackets)
• Immediately raise hands and spread fingers
• Keep hands visible at all times
• Avoid making quick movements toward officers such as holding on to them for safety
• Avoid pointing, screaming and/or yelling
• Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

Information to provide to law enforcement or 911 operator:

• Location of the active shooter
• Number of shooters, if more than one
• Physical description of shooter/s
• Number and type of weapons held by the shooter/s
• Number of potential victims at the location

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.
TRAINING YOUR STAFF FOR AN ACTIVE SHOOTER SITUATION

To best prepare your staff for an active shooter situation, create an Emergency Action Plan in the content of your existing Health and Safety Program, and conduct training exercises.

Together, the Action Plan and training exercises will prepare your staff to effectively respond and help minimize loss of life.

Components of an Emergency Action Plan:

Create the Action Plan with input from several stakeholders including your human resources department, union, your training department (if one exists), facility owners / operators, your property manager, and local law enforcement and/or emergency responders.

Review your preferred method for reporting fires and other emergencies
An evacuation policy and procedure
Emergency escape procedures and route assignments (i.e., floor plans, safe areas)
Contact information for, and responsibilities of individuals to be contacted under the EAP
Information concerning local area hospitals (i.e., name, telephone number, and distance from your location)
An emergency notification system to alert various parties of an emergency including:
- Individuals at remote locations within premises
- Local law enforcement
- Local area hospitals

Components of Training Exercises

The most effective way to train your staff to respond to an active shooter situation is to:
Conduct desktop drills and mock active shooter training exercises.
Recognizing the sound of gunshots
Reacting quickly when gunshots are heard and/or when a shooting is witnessed:
- Evacuating the area
- Hiding out
- Acting against the shooter as a last resort
Calling 911
Reacting when law enforcement arrives
Adopting the survival mind set during times of crisis

The Incident Management Team is available to help you:

- Conduct On-Site Active Shooter Drills and Exercises
- Comprehensively review your existing Health and Safety Workplace Violence Prevention Program
- Design and develop comprehensive workplace violence prevention programs
- Consult on how to enhance your Threat Assessment capabilities

- Plan Post-Incident Crisis Response protocols and actions to reduce the impact of trauma if violent incidents or workplace emergencies occur at your facility

- Train your employees, supervisors and Workplace Threat Assessment Team on how manage and respond to incidents of violence

- Conduct Security Surveys, Active Shooter Drills and Site Assessments.

Kenneth Wolf, Ph.D.  248-217-1677  kwolfphd@theimt.org

Note: These training materials are from the Department of Homeland Security Active Shooter Manual: How to Respond, October 2008. They are general in nature and have been designed and developed to facilitate discussion and to promote learning. The print materials are presented with the understanding that they are not to be construed as the direct rendering of, or as a substitute for, legal or specific case management advice. Each risk situation must be assessed on its individual facts and choices and options for any one incident, must be explored given its circumstances.
General Checklist to Help Prevent Workplace Violence
Kenneth Wolf, Ph.D.

Please assess your organization’s preparedness regarding the following questions:

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
<th>PLAN IS NEEDED</th>
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<tbody>
<tr>
<td>1. Do you have a written <em>Workplace Violence Prevention Policy</em> against threats and intimidating behaviors in the workplace?</td>
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<td>2. Do you have a written policy to <em>identify the consequences and disciplinary actions</em> that result when/ if threats or aggressive behaviors occur?</td>
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<td>3. Have you conducted a <em>Front-End Analysis / Worksite Planning Assessment</em> of the needed policies, systems and structures to “institutionalize” your Workplace Violence Prevention System?</td>
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<td>4. Do you have <em>system to report threats of violence</em> so employees know whom to call with concerns?</td>
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<td>5. Have you established and <em>trained a Threat Assessment Safety Team to investigate and manage threats</em>, “high-risk terminations”, violent and intimidating incidents?</td>
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<td>6. Have you <em>trained your supervisors and union representatives to identify warning signs</em> of potential aggression or violence?</td>
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<td>7. Have you <em>trained your employees to identify &quot;early warning signs&quot;</em> of potential violence or intimidation?</td>
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<td>8. Have you <em>conducted a hazard / risk audit of “near misses” and/ or violent incidents</em> at your facilities?</td>
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<td>9. Have you developed and <em>practiced Active Shooter / Evacuation / Lock Down plans</em>?</td>
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<td>10. Have you developed a <em>Crisis Recovery Plan</em> for the aftermath of workplace emergencies and violent events?</td>
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<td>11. Have you <em>identified external resources and threat assessment experts</em> to help you evaluate threatening individuals / situations?</td>
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</tbody>
</table>

Dr. Kenneth Wolf – kwolfphd@theimt.org  248-217-1677
Trainers:____Dr. Kenneth Wolf____Marilyn Knight, MSW_____Date: _______________

Location: ____________________________________________________________________

Title of Session:_____________________________________________________________

1. Did this program deliver the information you were looking for? ______ ______ ______ ______
2. Will you be able to use the program content at work? ______ ______ ______ ______
3. Were the trainers well-prepared?______ ______ ______ ______
4. Were the trainers organized? ______ ______ ______ ______

Comments_____________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

Name________________________________ EMAIL____________________________________
Title________________________________ Cell Number _____________________________
Company________________________________ Work Phone ___________________________
Address_________________________________________ City__________________________
State________________________ Zip Code_______Number of Employees____________________

(Please turn over)
Please let us know what kinds of information or services you and your company would like:

- [ ] Implementing a Comprehensive Workplace Violence Prevention System
- [ ] Training a Company Behavioral Threat Assessment Team
- [ ] Vulnerability Assessments / Emergency Alert / Visitor Access Control Systems
- [ ] Employee / Supervisor / Union Rep Workplace Violence Prevention Training
- [ ] “Victim Avoidance” - Personal Safety –Situational Awareness Training
- [ ] Managing High Risk Terminations
- [ ] Verbal Diffusion – De-Escalation with Angry Individuals
- [ ] Active Shooter Survival On-Site Training, Exercises / Drills
- [ ] Crisis Management / People Recovery After Traumatic Incidents, Shootings, and Workplace Emergencies

Other

________________________________________________________________________

________________________________________________________________________