



**LAW ENFORCEMENT LIAISON COUNCIL
HANDBOOK
2009**



From the Desk of Oksana Farber, Chairperson



ASIS LELC

EFFECTIVE PARTNERSHIPS:

The Role of ASIS International's

Law Enforcement Liaison Council

By Oksana Farber

"The biggest problem is not to let people accept new ideas, but to let them forget the old ones."

John Maynard Keynes

Welcome to the 2009 Law Enforcement Liaison Council's Handbook. Our aim is to share our experience, knowledge and exposure amongst each other to effectively overcome information-sharing obstacles and significantly improve our capabilities to eliminate communication barriers among Federal, state, local, tribal partners, and the private sector. As stated in the 2007 National Strategy for Homeland Security, significant

challenges remain in our efforts to make America safer:

"The War on Terror is a generational struggle, and our entire Nation must be engaged and prepared to participate in this effort. Although we have substantially improved our cooperation and partnership among all levels of government, private and non-profit sectors, communities, and individual citizens, we must continue to strengthen efforts to achieve full unity of effort through a stronger and further integrated national approach to homeland security."
(Page 6)

Despite the numerous and varied intellectual discussions about the need to work together, the lack of trust that still exists between the public and the private security sector can be significant: the level of trust is reported to be low and a break down of communications, unfortunately, still should be expected. Research reveals that "the two sectors often view each other as having

separate goals and have even viewed each other as competitors.”

(BJA, 2005, p. 4).

That “old habits die hard” attitude weakens the ability to build relationships based on trust by stigmatizing both parties and having them fall far short of attainable goals to create effective partnerships.

Former Law Enforcement Liaison Council (LELC) chairman, Richard Chase, who initiated this LELC Handbook, comprehensively explained the significance of our council’s role: “The law enforcement and private security (LE-PS) communities represent a diversity of responsibilities, expertise, training, and resources. Whatever our duties may be, we share a similar mission - to protect the nation we so proudly serve. We do this in many ways but most importantly, by preventing terrorism, preparing for natural and man-made disasters, and preventing and fighting crime so Americans can live their lives in safety. Although we have accomplished a great deal since September 11, 2001, the challenges ahead are enormous and only through the continued development of comprehensive and effective LE-PS partnerships can we ensure future success.”

The LELC continues to fulfill that role, despite the slumping economy, on-going terrorist attacks the world over and the new local, national and global security challenges that face us each and every day. Our LELC consists of 30 skilled, competent, qualified, experienced and caring individuals, who actively participate in the important work of discovering areas of opportunity, initiating, developing, maintaining and supporting the continuity of information-sharing programs and LE-PS partnerships. Service through the LELC is a most satisfying personal and professional experience. Working with both veteran and newer LELC members, it is very reassuring to see how much we have accomplished together and how dedicated we are to future achievements. Our learned and driven team of volunteer members, who deliver appropriate skills, valuable knowledge, high intelligence, genuine care and a large measure of good humor, helps us to realize that nothing is insurmountable to our LELC mission.

I began my career as a Chief Security Officer (CSO) fourteen years ago while I served an organization as the VP of Human Resources, when several workers reported employee theft,

internal corruption, identity theft, substance abuse and workplace violence in our largest warehouse. Working closely with law enforcement and private security companies, I was able to swiftly expose and terminate several employees, including members of management. The county’s police commissioner informed me about the educational opportunities available at ASIS International. I became a member of ASIS and enrolled in over fourteen educational programs that same year to learn more about my new additional responsibility as CSO for my company.

However, I became exceedingly frustrated by the lack of communication, not just between law enforcement agencies in different counties but also by either the lack of communication or miscommunication (sometimes intentional) between the public and private security sectors. As a member of the local ASIS chapter, I initiated the Law Enforcement Liaison chair and began promoting information-sharing relationships and programs. After 9/11, it became apparent that such relationships and programs were crucial: counter terrorism training became priority number one and we could no longer dismiss the development of long-lasting and effective relationships with all criminal justice sectors to assist in crime prevention, natural and man-made disasters, and support business continuity. Consequently, I joined the ASIS Law Enforcement Liaison Council and helped to promote the establishment of such information-sharing programs as Nassau County’s Security/Police Information Network (SPIN), NYPD Shield, and Suffolk County Alert Network (SCAN). My article “Positive SPIN on Liaisons” was published in *Security Management Magazine* in June, 2006. In 2007, I nominated NYPD Shield for the International Chiefs of Police (IACP) first Michael Shanahan Award for Excellence in Public Private Partnerships, which they won.

With the assistance and outstanding efforts of hard-working LELC members, we have been able to deliver transitional training programs, promote public sector recognition events, develop a formal collaborative relationship with the IACP, proactively contribute to Operation Partnership, support and promote many other collaborations to the LE-PS partners.

The following is a brief overview of the LELC’s efforts to promote initiatives, projects, and programs designed to encourage effective LE-PS partnerships.

The LELC

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

The LELC is part of ASIS International, a not-for-profit, professional organization that disseminates information and educational materials to enhance security knowledge, practice and performance. Founded in 1955, ASIS International operates as a research and educational organization. Currently, ASIS International has approximately 36,000 members, 204 chapters and 31 councils worldwide. It is the largest international organization promoting the effectiveness and productivity of the security industry and security professionals.

Communication, the foundation in the exchange of information and ideas, is the critical first step in establishing an effective relationship between two organizations. Although we all like to believe that we are effective communicators, never take it for granted that real communication has occurred. Remember: actual communication or knowing when it is ineffectual and how to fix it, is a potent dynamic of true leadership.

One of the major causes of communication failure is a lack of trust because it facilitates misinformation and misunderstanding. Often, neither public law enforcement nor private security has an accurate understanding of what the other does, can do or should do.

Part of the LELC's role is to recognize dispute, assist in its removal, then highlight and formalize potential for critical relationships and bring them to the attention of our membership and the LE-PS community at large.

As a standing council, the LELC is composed of a broad range of both law enforcement and private security professionals. Our motto is “Working Together for a Safer Tomorrow.” Our mission is to foster and facilitate strategic alliances with essential stakeholders within the LE-PS community through the exchange of ideas and information; such as the International Association of Chiefs of Police (IACP), the Police Executive Research Forum, and the Major Cities Chiefs Association to name just a few.

The LELC lends active support to external partnership initiatives having broad application

and high value to the security industry, such as supporting the Safe City Program (SCP). SCP is a community-based initiative that unites businesses, residents, city officials, and law enforcement to develop and implement comprehensive crime reduction solutions in communities served by the Target Company and their business partners.

Michigan State University, along with the Department of Homeland Security's Critical Incident Protocol program represents another program that the LELC not only supports, but fully endorses. This progressive program promotes the development of joint public and private sector emergency preparedness planning in response to critical incidents. Combined, these two programs serve over 60 communities nationwide.

The LELC actively facilitates a 4-hour transitional training seminar to aid in the successful transition of public sector managers seeking positions within the private security sector. The program has been delivered to over 380 law enforcement, military and intelligence community individuals in Philadelphia (2007) and New York City (2008). Additional seminars will be scheduled in Boston and New Jersey in 2009.

Formal recognition events for law enforcement leaders are promoted by the LELC by providing local ASIS chapters with outlines on how to organize and facilitate public safety/private security award and recognition ceremonies within their own communities. These important exercises expose both sectors to each other, promote ASIS membership and lay strong foundations for future partnerships.

The monthly publication of the LELC newsletter has served as an effective conduit to chapter and other council leadership by channeling documented LELC member experiences and accomplishments and by expanding our network of security colleagues interested in partnering and information-sharing programs.

Lastly, the LELC's most significant initiative involves our work with the IACP. An extensive out-reach for a formal collaboration is underway to bring the senior leadership of ASIS International and the IACP together to discuss private and public partnerships. Due in large part to the efforts of the LELC and the IACP's

Public Sector Liaison Committee, these two power houses organizations, representing both security and police professionals world-wide, are now strategically positioned to cooperatively provide the connectivity to encourage and sustain increased outreach and partnerships with public and private sector security providers. The LELC will continue to work tirelessly to overcome the barriers to effective LE-PS partnerships; there is still too much at risk.

Partnerships in the Post 9-11 World

President Bush notes in the 2007 National Strategy for Homeland Security that it has been many years since the attacks of September 11, 2001, and "...we remain at war with adversaries who are committed to destroying our people, our freedom, and our way of life. As we face the dual challenges of preventing terrorist attacks in our homeland and strengthening our Nation's preparedness for both natural and man-made disasters, our most solemn duty is to protect the American people"
(DHS, 2007, President's Letter).

President-elect Barack Obama has stated that he will support information-sharing by enhancing our national resilience to all major risks – natural, accidental or terrorist – by ensuring the federal government works with states, localities and the private sector as a true partner in prevention, mitigation and response. By implementing the recommendations of the 9/11 Commission to ensure that police, fire, and paramedic professionals have the equipment, training and support they need, he will invest the resources necessary to improve our emergency preparedness and planning; increase the security of our transit systems, rail lines, and ports; and secure chemical and nuclear plants and other critical infrastructure. Furthermore, Obama hopes to defeat terrorism worldwide by finding, disrupting and destroying al Qaeda; prepare the military to meet 21st century threats; prevent nuclear terrorism; and strengthen American bio-security by improving US intelligence collection and response management. Additionally, overseas, Obama hopes to establish a Shared Security Partnership Program to invest \$5 billion over three years to improve cooperation between U.S. and foreign intelligence and law enforcement agencies. This program will include information sharing, funding for training, operations, border security, anti-corruption

programs, technology, and the targeting of terrorist financing.

State and local governments must continue to play a prominent role. The private and non-profit sectors must also be full partners in these efforts.

"As the country's principal providers of goods and services, and the owners or operators of approximately 85% of the Nation's critical infrastructure, businesses have both an interest in, and a responsibility for, ensuring their own security."
(DHS, 2007, p. 4).

Neither the public nor the private sectors possess the necessary resources to do the job alone. It is estimated that the private security sector is composed of approximately 90,000 organizations and 2 million practitioners. Combine this with public law enforcement that has approximately 17,784 departments composed of 797,000 officers and the great potential of partnerships (National Policy Summit, 2004). When added to the strength of our Fire and Emergency Management Services professionals and related organizations, it becomes readily apparent that the potential for success is greatly enhanced when framed by a multi-organizational approach that incorporates both public and private concerns, and integrates federal agencies and the military.

The LELC recognizes that national security and fighting crime must be a responsibility shared across our entire nation. Our governments, community organizations, and businesses must be strong partners. In today's compelling threat environment, we must strive for a response based on engaged partnerships. While local law enforcement often possesses threat information regarding infrastructure, a collaborative relationship between both public and private security places vital information into the hands of the people who really need it. In order to effectively protect the nation's infrastructure, law enforcement and private security must work together.

Conclusion

“America has responded courageously, with focus and clarity of purpose, and we are safer, stronger, and better prepared”
(DHS, 2007, p. 53)

Although we have made measurable progress in confronting new challenges and adjusting our approach through resilience and perseverance, thanks in large part to the partnerships forged in the fires of the post 9-11 world, it will take time and considerable work before we achieve all of our goals. It is imperative that we diligently continue to work collaboratively to protect our families, our communities and our country. In spite of the difficulty with current and perceived future security and fiscal economic challenges, I am encouraged by the outstanding and dedicated work of the LELC and the role model it provides for the next generation of LE-PS professionals engaged in collaborative approaches to problem solving. After all, they are the “change agents” of tomorrow. Perhaps, at the very least, we can provide them with a host of lessons learned so that effective communications and information-sharing programs will be undeniably reliable sources of support during the course of their security careers. A visit to www.LLIS.gov will supply much information about lessons learned. Additionally, to better promote the leverage of LELC initiatives, each other’s strengths and help to fulfill the ASIS International strategic plan, we will partner with other ASIS councils to advance our respective goals in service to the security industry, our communities and our country.

ASIS International provides the framework for effective partnerships. Members are offered a

full range of educational programs and services, not the least of which are networking opportunities to forge relationships and promote out of the box thinking and concepts with security professionals from around the world. Membership benefits also include a subscription to the award-winning magazine *Security Management*; source guides for personal and professional development and certification; and access to the Information Resources Center. Visit the ASIS International web site at <http://www.asisonline.org>. ASIS International continues to lead the way for advanced and improved security performance.

References

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WHAT IS LELC...HOW DOES IT WORK?

Editor: Jim Fetzer, CPP

As with many organizations, there are committees that form the skeleton of the organization. Our mission statements below will give you the “meat” on those organizational bones.

PUBLICATION MISSION STATEMENT:

The Publication Committee of the LELC is tasked with comprehensive communications promoting Law Enforcement-Private Security cooperation in support of the LELC Strategy Plan, by publishing a monthly newsletter. The newsletter will feature LELC Programs, educational programs, law enforcement liaison news from the international, national, and ASIS local chapters. The Newsletter will feature articles from the LELC membership and ASIS News articles whose subjects parallel the LELC Strategic Plan. Future publications will be developed and distributed supporting the LELC mission, topical issues, emerging trends, and teaming efforts between ASIS/LELC and external stakeholders, and publication support, as needed, for LELC.

SCHOOL VIOLENCE MISSION STATEMENT

The School Violence Committee of the Law Enforcement Liaison Council provides information, references and resources for ASIS International and its various Councils. The School Violence Committee emphasizes and fosters the cooperation and partnership between law enforcement and the many public stakeholders who are responsible for the safety and security of the school environment.

BOOK REVIEW COMMITTEE MISSION STATEMENT:

Review, evaluate and develop a short report on all books and manuscripts received from the ASIS learning center for publication in "SECURITY MANAGEMENT" Magazine.

GUIDELINES COMMITTEE MISSION STATEMENT

The mission of the Committee on Guidelines is to inform members of the Law Enforcement Liaison Council of proposed, adopted or enacted legislative bills, laws, administrative rules and regulations, standards, and guidelines addressing or otherwise affecting the relationship of private security practitioners and law enforcement agencies, either positively or negatively. Examples of such information include, but are not limited to, requirements and recommendations concerning the screening of private security personnel, their training, or their authority; private security roles in emergency response planning and implementation; and restrictions or authorizations for specific aspects of traditional law enforcement functions to be delegated to the private sector.

The committee's focus is primarily federal in scope, but occasional issues may arise within specific states or localities that could set significantly impact the cooperative relationships built between private security and law enforcement. When and as the committee learns of such issues, they will also be reported to the Council.

The purpose of such reporting is to enable members of the Council to maintain awareness of the ever-changing legal environment within which private security and law enforcement agencies operate. Dissemination of this information allows members of the Council to understand those legal requirements and recommendations, and to take appropriate action, as individuals or collectively, to participate in and contribute to the formulation of these laws, policies, and practices, subject to applicable bylaws and procedures of ASIS International

WEBMASTER: MISSION STATEMENT

The focus is on the liaison between ASIS-HQ and the LELC involving website updating and additions. The webmaster ensures all current LELC member information is current. Additionally, updating and deleting links to the website that are consistent with the LELC Strategic Plan .

MEMBERSHIP MISSION STATEMENT

The Membership Committee of the Law Enforcement Liaison Council strives to identify private and public sector individuals who have a demonstrated interest and proven track record in fostering public/private initiatives within their organizations. The Committee values diversity in experience, geographic location, and special skills that meet a specific LELC need. The Committee facilitates an individual's request for membership by providing information on the mission of the Council, review of resume and background material, personal discussion with the prospective member, and a provides a recommendation to the full Council. The Committee provides periodic reports to the full Council on membership composition and makes recommendations on improving the membership process and procedures.

SESSION REVIEWERS MISSION STATEMENT

The purpose and objective of the LELC's session's reviewers are to review and rate proposed sessions for ASIS International Training Conferences to ensure that sessions are chosen that enhance cooperation and coordination between the private and public sectors.

LAW ENFORCEMENT LIAISON COUNCIL

LEADERSHIP 2009

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Vice-Chairperson: Edward Appel

COMMITTEES:

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Mr. James Birch, Ms. Stacy Irving, Mr. Walt Smith

Web Master Mr. Mark Competello

SEE:

"ASIS Dynamics" for leadership contact information.