



ASIS Councils NEWSLETTER

LAW ENFORCEMENT LIAISON COUNCIL

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LELC: OPENING REMARKS

From the Desk of Ed Appel Vice Chairperson LELC, CEO iNameCheck

Single Point of Failure

While working for Level 3 Communications as Director of Security Operations, it became clear to me that one of the most concerning risks for any business is the single point of failure. Level 3 spent nearly \$12 billion dollars building a fiber optic, all-Internet Protocol telecommunications network that stretched from the US to Europe and Asia. Over 370 sites in the States were linked with about 100 in Europe and over a dozen in Asia. The fiber was capable of blasting packets at unheard-of speeds and bandwidth globally.

How many ways can a network like Level 3's fail? Lots! If power goes out, air conditioning is lost, a cable gets sliced – there's a long list of what can go wrong. At Level 3, every gateway (switch) had multiple sources of power, two types of batteries, and a diesel generator. Every site had plans to replenish the fuel so that it could run on the generator indefinitely if disaster struck. Features like these were built into the network. While it was more expensive to build, the network was much more resilient than any other built before it.

Security of people, assets (including infrastructure) and information is also very dependent on single points of failure. As you sit on the beach this summer, or at the pool, take a minute to look at the clouds and imagine the single sources of failure in your enterprise. It could be the firewall on the IT system, the access controls on the external doors, the guards that protect the campus or one malicious employee in a key position. When you think of it, security is mitigating a series of single sources of failure.

As our friend Ira Somerson would say, without *The Art and Science of Security Risk Assessment* (his new book), we'll never be able to recognize, catalogue, prioritize and address the single points of security failure in our enterprises.

For the past four years, I've been looking at the person, because it's people that cause security incidents. In reviewing all the efforts that we take to strengthen critical infrastructures, find vulnerabilities and choose cost-effective countermeasures, I've been struck by the fact that personnel security is predominantly done the same way we always did it. Yet the most important, most vulnerable single point of failure is the individual.

In this networked world, the insider has been “promoted” to someone with access to critical information systems, networks and data. With trusted access, employees, vendors, partners and even customers may each be “single points of failure” in the enterprise. As the recession (hopefully) winds down, we will all face threats from people whose breaking point was reached by layoffs, home values plunging, and the stresses of families without reserves. Understanding the fact that today’s enterprise has assumed a huge, single point of failure by creating powerful information systems and placing them at the disposal of almost every insider is crucial to protecting that enterprise.

On the other hand, maybe it would be more fun to just look at the clouds and hear the sound of the water...

PUBLIC-PRIVATE PARTNERSHIPS in EUROPE

Mike Van Drongelen, LELC Member, Head of Safety & Security, Gebouw Rivierstaete, The Netherlands

As the Law Enforcement Liaison representative for the ASIS International’s Benelux Chapter, fellow members sometimes ask me if there are any public-private partnerships in Europe. To answer this question I informed myself about Europe’s current public-private partnerships.

Europe has a variety of public-private partnerships

Europe knows many different forms of public-private partnerships. These partnerships will differ from country to country due to historical and cultural differences. Roughly there can be made a split between Eastern and Western European countries. Law enforcement organizations and private security organizations in Eastern European countries just recently started to seek each other cooperation, as Western European countries already benefit from different public-private partnerships.

Examples of public-private partnerships in the Benelux region

As I am not familiar with the variety of public-private partnerships in Europe, I have summarized some of the public-private partnerships between law enforcement / government departments and private security that exist in my region today.

There are Partnerships between regional police and private security in securing industrial areas. These partnerships provide in the exchange of information between private security companies and police about criminal activities in the industrial area's involved. Furthermore private security companies can rely on the local police force that they will back them up during incidents.

Neighborhood watch is a local partnership between civilians and local police in protecting their own neighborhood and improving overall safety and security. Prisons are run by private security company under jurisdiction of the Ministry of Justice. There are partnerships between; regional police and public transportation companies in improving safety and security in public transportation and the direct surroundings of train, bus, tram and metro station. Additionally, there are partnerships between insurance companies and national police in fighting fraud by cooperating together in fraud cases and exchange of information between the police, the department of justice and insurance companies. Neighborhood coaches are private security officers detached at the municipality as neighborhood coaches working closely together with the police in correcting youth in districts of towns and cities. Also Private Security Officers work for municipalities as regulators in the function of traffic warden, environment supervisor, etc. etc.

Public-private partnerships are mostly born out of necessity

Like the United States and other countries making use of public-private partnerships, cooperation between the two in most cases is born out of necessity. A good example is the urgency among public and private security to battle highway robberies and other criminal activities involving the transportation sector in Europe and beyond. A study of the International Road transport Union (IRU) and the International Transport Forum (ITF) over the period 2000 – 2005 published in February 2008 revealed that transportation suffered due to criminality in transportation a loss of €7 billion Euro. This study was taken among 2,000 truckers and transport companies from more than 35 European countries, the Balkan region and Central Asian countries. According to the European Union, the theft of high value, high risk products moving in supply chains in Europe costs businesses in excess of €8.2 billion a year. Despite the urgency to battle this type of crime, in practice it still proves to be difficult to built trustworthy partnerships due legislation and cultural differences among European countries.

The role of international institutions

So what is the role of International institutions like Interpol and Europol? Both institutions emphasize on the cooperation between law enforcement organizations of participating countries, but unfortunately do always

look beyond cooperation between law enforcement organizations. In most cases only on a national level public-private partnerships are formed. These types of partnerships can hardly contribute to the international crime it is facing today. Taking the criminality in the transportation sector again as an example, the private industry took the initiative of founding Transported Asset Protection Association (TAPA) about a decade ago. This forum is an example of good cooperation between private companies and public institutions. TAPA is a unique forum that unites global manufacturers, logistics providers, freight carriers, law enforcement agencies, and other stakeholders with the common aim of reducing losses from international supply chains. Looking and the ever increasing loss in the transportation sector, there is doubt that TAPA does not receive sufficient support from international and national law enforcement institutions to effectively deal with problems it is facing nowadays.

Essential role of public-private partnerships

Public-private partnerships are to my opinion essential in fighting international organized crime. Nevertheless the numbers of public-private partnerships are insufficient at the moment to take on international crime. Only when governmental organizations and private security companies work closely together, they will be able to successfully inflicting damage to international organized crime. I cannot stress enough that on the long term public and private security sector need to interact more closely. As long as public-private partnerships are not taken seriously the security industry as a whole does not stand a chance to international crime. We simply cannot afford to establish the partnerships needed.

ASIS International's involvement

ASIS International considers itself as a platform where security professionals from the public and private sector will meet. I therefore urge my fellow security professionals to make use of the network opportunities provided and actively seek contact with either colleagues from public security sector or private security sector that could contribute in developing public-private partnerships that can make the difference we are looking for.

If you do like to know more about the above mentioned public-private partnerships or to inform your fellow security professionals about interesting public-private partnerships in your region, I welcome you to contact me through the Law Enforcement Liaison council.

International criminal organizations already established partnerships many years ago, so why can't we?

PUBLIC/PRIVATE PARTNERSHIPS - A TWO WAY STREET

Robert L. Pence, LELC Member, President, Pence Group

One of the most important functions of the Law Enforcement Liaison Council (LELC) is to promote mutually beneficial partnerships to both the law enforcement community and the private sector. When successful partnerships are identified, it is an equally important role for the LELC to spread the word and inform the partners so that consideration can be given to model those partnerships that might suit the needs of other communities, states, or regions. In the past, a number of such partnerships have been identified and reported in a publication captioned " Operation Cooperation - Guidelines for Partnerships between Law Enforcement & Private Security Organizations" as part of the Operation Cooperation campaign jointly sponsored by the International Association of Chiefs of Police (IACP) and the American Society for Industrial Security International (ASIS). Significantly, a more recent nationwide survey, funded by the Office of Community Oriented Policing Services (COPS) and soon to be released, identified several hundred proven successful partnerships in a reinvigorated program called " Operation Partnership".

A growing number of new public/private partnerships demonstrate a developing desire to cooperate evidenced by regular meetings, social gatherings, and written documentation of their intent to provide mutual assistance when necessary. In the early stages there is frequently not yet an experience in which resources and/or funds have been expended by either side. However, a careful examination of most of the longer established partnerships finds the majority seeing the private sector reaching out to law enforcement to offer unique resources, ideas, and volunteer efforts all in the interest of improving and enriching public safety. for example, the Target Corporation has launched extensive efforts at significant costs to aid law enforcement agencies in several U.S. cities in making the cities safer. In other parts of America, ADT Security provides a free service and equipment in conjunction with law enforcement to protect domestic violence victims. Under certain circumstances this service, coordinated with authorities, insures a rapid response in the event of further victimization. In Austin, Texas, the police department benefits considerably from the technology

business community which provides needed equipment for officers to fight crime. Dozens of other examples can be cited with the point being that observers could easily get the impression that public/private partnerships funnel into a one-way street leading strictly to the benefit of law enforcement.

The purpose of this article is to provide a balanced picture and assure observers that police agencies are indeed doing their part to carefully expend valuable public funds in partnership efforts with private companies to support community safety. For example, since its beginning just months ago, a private service called Crime Reports, headquartered in Salt Lake City (www.crimereports.com) has been providing a monthly subscription service to law enforcement at minimal cost. This service whose customer base has already reached more than 400 agencies maps crimes by type and frequency occurring in neighborhoods and allows free access to the community. This permits citizens to be more alert for certain types of incidents in their neighborhoods and in better position to prevent additional crimes. It has been reported Crime Reports is also becoming an effective tool for Neighborhood Watch and helps city councils allocate resources and set goals. In 2000 in St. Paul, MN, an initiative called Citizen Observer (www.citizenobserver.com) was started as an internet - based toolkit for law enforcement agencies. This system enables agencies to send crime alerts, and post and distribute information about wanted fugitives, missing persons, and unsolved crimes. It also features a complete set of tools designed to aid various established watch groups involving both citizens and businesses. Demonstrated successes have been both numerous and substantial, and the program has spread to nearly 500 police and sheriff's offices across the country. The cost to implement the service is minimal depending on the size of the agency and number of officers who would need access licenses.

In summary, the age of the public and private sectors working closer together has definitely arrived. While this might be occurring out of necessity prompted by recent critical events, it is also the right thing to do. Valuable corporate assets can be vital to law enforcement, and scarce public funds and resources carefully expended through private initiatives can be instrumental in jointly preserving public safety. Clearly these partnerships are paving a two-way street to America's security.



HOW PPPs WORK

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PUBLIC-PRIVATE PARTNERSHIPS DEFINED

A Public-Private Partnership (PPP) is a contractual agreement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

6 KEYS TO SUCCESSFUL PPPs

There are six critical components of any successful Public-Private Partnership (PPP). While there is not a set formula or an absolute foolproof technique in crafting a successful PPP, each of these keys is involved in varying degrees.



1 STATUTORY AND POLITICAL ENVIRONMENT:

A successful partnership can result only if there is commitment from "the top". The most senior public officials must be willing to be actively involved in supporting the concept of PPPs and taking a leadership role in the development of each given partnership. A well-informed political leader can play a critical role in minimizing misperceptions about the value to the public of an effectively developed partnership. Equally important, there should be a statutory foundation for the implementation of each partnership.



2 PUBLIC SECTOR'S ORGANIZED STRUCTURE:

Once a partnership has been established, the public-sector must remain actively involved in the project or program. On-going monitoring of the performance of the partnership is important in assuring its success. This monitoring should be done on a daily, weekly, monthly or quarterly basis for different aspects of each partnership (the frequency is often defined in the business plan and/or contract).



3 DETAILED BUSINESS PLAN (CONTRACT):

You must know what you expect of the partnership beforehand. A carefully developed plan (often done with the assistance of an outside expert in this field) will substantially increase the probability of success of the partnership. This plan most often will take the form of an extensive, detailed contract, clearly describing the responsibilities of both the public and private partners. In addition to attempting to foresee areas of respective responsibilities, a good plan or contract will include a clearly defined method of dispute resolution (because not all contingencies can be foreseen).



4 GUARANTEED REVENUE STREAM:

While the private partner may provide the initial funding for capital improvements, there must be a means of repayment of this investment over the long term of the partnership. The income stream can be generated by a variety and combination of sources (fees, tolls, shadow tolls, tax increment financing, or a wide range of additional options), but must be assured for the length of the partnership.



5 STAKEHOLDER SUPPORT:

More people will be affected by a partnership than just the public officials and the private-sector partner. Affected employees, the portions of the public receiving the service, the press, appropriate labor unions and relevant interest groups will all have opinions, and frequently significant misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.



6 PICK YOUR PARTNER CAREFULLY:

The "lowest bid" is not always the best choice for selecting a partner. The "best value" in a partner is critical in a long-term relationship that is central to a successful partnership. A candidate's experience in the specific area of partnerships being considered is an important factor in identifying the right partner. The listing of NCPPP members (provided under Council Members on this site) provides a logical starting point for the identification of potential partners or services that might be required in the development of a partnership.

REMINDERS FOR PUBLIC OFFICIALS

The following "reminders" were offered by James Cuorato, City Representative and Director of Commerce for the City of Philadelphia, at Public-Private Real Estate Partnerships workshop conducted by NCPPP on June 5, 2002.

James Cuorato argued that for a partnership to succeed, it must have the following characteristics:

1. It must be a real partnership, with shared burdens and shared rewards for both the public and private participants
2. There must be real incentives for the private sector or they will not participate
3. The public-sector must use its resources effectively and judiciously, focusing on projects where there can be success
4. Keep it simple for the private-sector by minimizing the bureaucratic procedures that can cripple a project
5. Remember that "Land is King"--it provides the public with the opportunity to control the projects
6. Public-private partnerships are a necessary and important part of the process

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All articles are the opinion of the author(s) and not necessarily that of ASIS Int. or the LELC.