



## Private Security Services Council (PSSC)

February 2010

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## Council Chair Report



Welcome to the winter 2010 edition of the AIS International Private Security Services Council newsletter. We are pleased to be able to produce this document as a source of information to the security community as well as outline the purpose and mission of the Council. As the 2010 Council Chair, I would like to thank a few people for their assistance. First and foremost, a heartfelt thanks goes out to **Sandi Davies**

for helping me through the transition to Chair from Vice Chair this past year. Her counsel and guidance has been instrumental in making the transition a very smooth one. Next, I would like to thank **Jason Hamilton** for taking on the enormous responsibility of chairing the newsletter committee and doing the lion's share of the work. I would also like to recognize my 2010 Vice Chair **Danny Youngerman** for overseeing this project from an administrative perspective. And a special thanks to our Council Secretary, **Lisa Dolan**, who, day in and day out, works hard to keep the Council updated on important issues. Her copious meeting minutes help us decipher our efforts after the fact.

Last but not least, the Council would not be what it is today, one of the most proactive and forward thinking councils in ASIS, without the input of our members. We limit our members to 25 at any given time and each member **MUST** take an active role. No room for "certificate hangers" in this group for sure. All of us share in the belief that the security industry has been good to us and we want to give something back to the industry as well. Our plans for the coming year include a winter meeting in San Jose, Costa Rica, attending the June ASIS leadership conference meeting and our normal membership meeting at the annual seminar and exhibits in Dallas, Texas this fall. Further, we are also planning on co-sponsoring a December workshop with the Physical Security Council. As you can see, we are an active ASIS Council indeed. If you are a hard worker type and feel a need to "give back to the industry" as I described above, please contact our esteemed Membership Committee Chair, **Kimberly Matich** and let her know of your interest in joining our Council.

From all of us at the PSSC, we wish you the best of success in 2010 and look forward to seeing many of you in Dallas later this year.

Respectfully,

*Gary H. Kutu, 2010 Council Chair*  
CEO, Kutu & Associates, LLC

# How the Economy Has Affected Our Business



**By: Lisa J. Dolan, CPP**  
**President & CEO, Securit**

My company, Securit, is a contract security provider based in New York with operations throughout the eastern United States. We've been in business since 1997. During that time, we've grown exponentially, in periods of both good and bad economy. At the same time, Securit has had the good fortune to have clients who satisfy their invoices within 30 days. Having said this, we have noticed something during this economic recession that was not nearly as marked as previous downturns – specifically, a change in the way our clients are paying, as well as what they are asking of us.

We recently received a telephone call from one of our larger clients. This client asked if we could shave a little off of our hourly rate. I was very surprised by the request, as I had not encountered it with this client before. However, they are a long-time client and a good one, so we went back to the drawing board and were able to make a deal. Securit has received similar calls from a few other clients and have worked with them to either reduce our hours in lieu of losing the account or lowering their bill rate to make it easier for them.

Similarly, I have also noticed that those clients who usually paid invoices before 30 days are now going almost 35 to 40 days before they send their check. We are noticing more of our total number of clients are over 30 days out in their payments to us. We are making more collection calls to clients which I cannot remember ever doing.

So while business is good and Securit is getting more requests for security and background investigations, payments are slower. I can only connect this to the state of the economy.

What should a contract security company do?

When approached with a bill rate reduction request, we ask that the client satisfy the invoice in a shorter amount of time. I believe this is a good strategy for both us and the client. We approach it by stating we can reduce your bill by a certain percentage and in exchange for that, we ask that the invoice be paid in fifteen days. So it is a win-win situation for all, unless, of course, the client just doesn't have any money. In that case, it is best to know that up front!

## ***Choosing a Security Provider: The Value Equation***



**By Jason Hamilton, CPP**  
**Vice President & Managing Partner, ALERT Protective Services**

In times of economic downturn, gated residential and high rise condominium communities can face a dual security problem: how to address an increase of criminal activity but doing this at a cost that homeowners can afford. Those communities with existing security programs are likely attempting to control costs, as each of these concerns surface at a time when individual homeowners may be facing their own economic turmoil.

But, when implementing a security program or considering a change in security provider in ANY setting, it is imperative to consider not just price, but, instead, **value**. According to **David Serafine, CPP** in his book *Value Based Security Procurement*.

*“Over time, value has become synonymous with ‘cost’ and the focus has shifted from implementing a quality private security program to showing immediate, short-lived savings... This type of competition drives lower standards across the board....” (2005).*

When price is the only consideration, clients view a contract security provider as a “vendor” and the people protecting and controlling access to their community as commodities. It is much more important for communities to develop *partnerships* with their security providers. In this way, price

becomes only one important factor of many that define a solid, responsive and supportive relationship.

To achieve a “value based partnership”, it is important to start with a fresh approach, regardless of whether a community has an existing program. To do this, I suggest contract security providers (and communities) strongly examine five core elements throughout the proposal, evaluation and selection processes:

- Selection Criteria
- Finding a security provider
- Who is involved in the process?
- Consultative Discussion
- The RFP

Security providers can see from a customer perspective in examining these points below.

When initially considering **selection criteria**, it is imperative for a Board of Directors and Property Manager to have a rough idea of what problems the community is seeking to solve or what goals are being considered, as this will get the conversation started on both sides. As a security provider, my number one mission is to understand what the issues are. Once solidified through the remainder of the process, several other factors should weigh in the final analysis of every potential security provider: Service options available; Quality of Service, based on prior relationship or local reputation; Price of Service.

Interestingly, phonebook and/or internet searches have typically been the endpoint of searches for some security users when **finding a security provider**. However, these are only a good starting point because they provide no information other than name & telephone number of the provider being considered. Better sources to gather a list but to also gain valuable insight into quality of service come with networking. Community organizations like *Community Associations Institute* and of course, professional security organizations like ASIS International not only provide referrals but more importantly, references.

Based on experience, Property Managers act as gatekeepers during this process. Ideally, this is because the Property Manager him/herself is a trusted partner with the community. However, Home Owners Association (HOA) board committees and directors also play a part and **who is involved in the process** of finding, evaluating and choosing a security provider should be defined up front.

When attempting to solve a problem or construct a program, it is a great idea to solicit the services of an expert. Invite a representative from security companies you are considering to engage in **consultative discussion**, focusing on what you *may* need. Security *professionals* will be able to understand community concerns and offer potential solutions, likely allowing for out of the box thinking. Security providers must enter these conversations from the angle of the trusted consultant: listening above all else, evaluating what the community really needs and determine what services offered by their company could potentially solve these problems.

A **Request For Proposal (RFP)** must thoroughly address “what, how & how much”. A good RFP will address and request a detailed response on:

- Scope of Work
- Hours and Type of Coverage
- Training Provided to staff
- Credentials & experience of local management
- Request details of incident response, additional resources & site supervision
- Require insurance coverages and listing as an “additional insured”
- References of similar work performed
- Require a visit to the community
- Require the opportunity to make a visit to the local branch office
- Cost: Insist upon knowing officer wages as it is key to attracting and keeping the right people, also providing for an apples to apples comparison of proposals.
- What is the formal transition plan?

When understood by security providers and their clients alike, these elements will offer a good foundation for establishing a relationship. The overall goal is to form a *value-based* partnership that outlives any economy, providing the community with sustainable stability.

## ***Proper Training Starts with Research***



**By Sandi J. Davies**  
**Executive Director, IFPO**

“Know your audience” is a cardinal rule in business that is often repeated, sometimes heeded, and often deeply regretted when it is ignored. In business, not knowing who your customers are can result in loss of revenue and/or advertisers. As unfortunate as these instances are, the consequences are not nearly as serious as when developing training for the security industry. Not knowing what roles an officer fills or what tasks they perform can result in injury, loss of data and property, a breach of national security or even death, if officers are not properly trained for what they do.

The need for current job delineation research for the security industry has never been greater, as the market for qualified security officers continues to grow and roles expand. Private security officers already outnumber public law enforcement officers. According to the U.S. Bureau of Labor Statistics (BLS), the need for private security officers will continue to increase as they increasingly perform duties that were once handled by public law enforcement. Concern about crime, cyber terrorism and vandalism will also continue to increase the need for security. The Department of Homeland Security recently announced it will hire 1,000 cyber security experts in the next few years to guard against cyber attacks against the nation’s critical infrastructure.

The only reliable way to get the right training to the right officers is to ensure there is current, valid information about all roles security officers now perform and the individual tasks involved in carrying out those roles. What do they do? How do they do it? What technology do they use to do it? Dependable answers to these questions can be obtained through valid, independent research. That research can then be analyzed to produce guidelines for effective training, which leads us to the equation:

- Research + Job Delineation + Program Development + Relevant Training and Education with Proof of Training = Qualified Security Officers

Unfortunately, the first part of the equation is missing in the security industry. While there is research about the industry in general, there is no current research available about the roles of security officers or the tasks they perform.

We must take the guesswork out of the equation; we must make research a priority; and we must ensure that the training is applicable to the tasks security officers will perform. Proof of training is the final vital component to ensure that when officers are hired, they do indeed have the right knowledge to perform safely and effectively.

The role of a security officer has become much more complex than it was back when “security” meant the night watchman who checked doors at an office building, particularly since September 11, 2001. The night watchman had a job that called for minimal training. Today’s security officers have careers with advancement potential that demand education and training. These officers work in a broad range of industries, businesses, academic settings, military installations, war zones and more. Some work as in-house security personnel; others work for private security firms. The technology used in the industry is constantly changing and varies from role to role.

We must first understand the various roles and tasks through careful research, and then we can move on to the next steps in the training equation. Training for protection industry professionals must be carefully targeted to the specific segment’s role and the tasks they perform. The research must be done by an independent, unbiased organization so there is no question about intent. A one-size-fits-all, cookie cutter approach to training is not acceptable for such a diverse group.

As our industry has evolved from the night watchman’s role, proof of training that is customized to the wide variety of tasks that officers are now expected to perform offers assurance to employers

and the public. This assurance signals that these officers are capable of completing their critical tasks safely and correctly. That type of approach to training is just one more signal that the protection industry offers not just “jobs,” but careers.

## Positioning yourself for Government Contracting

By Lisa Dolan, CPP  
President & CEO, Securit

Looking for a client who isn't going to call you and ask you to reduce your billing due to the economic climate? Looking for a client who doesn't cut your service due to the economic climate? Ever wonder if there is a client out there who isn't affected by this economic climate? Ever think about doing business with the federal government? If you are interested in breaking into the federal arena, the following basic steps will lead you in the right direction:

I have been doing business with the government for past five years. 75% of our business is with the federal government. Having said that, we are not experiencing the same problems that some of our industry counterparts are who have the majority of their business in the private sector.

### The Federal Government is the best Game in Town!

The United States Government is the world's largest purchaser of goods and services. They buy just about anything- goods and services. There is a 26% congressional mandate to purchase from set asides. 5% carve out for 8a, SDVOB and small business.

### First Step: Registering on CCR

The *Central Contractor Registration* is the repository that the Contracting Officer goes to when seeking vendors. Being registered on CCR will expand your exposure for federal contracts.

Data needed in order to register on CCR ([www.ccr.gov](http://www.ccr.gov))

- EIN #
- DUNS #
- NAICS code
- Bank account information and Routing#

A DUNS number is a 9 digit identifier issued and maintained by *Dun and Bradstreet* that verifies the existence of a business entity globally. D&B assigns DUNS number to you for free and you can obtain this by going to: <http://fedgov.dnb.com/webform>.

### What is a NAICS code and why would I need that?

NAICS stands for North American Industry Classification system. These replace the SIC (Standard Industrial Codes). This six digit code represents the industry that you are in. You can have more than one primary NAICS code and as many ancillary codes as you want as long as you can perform on them. To understand your NAICS code, go to [www.naics.com](http://www.naics.com).

You can log on and on the right hand side of this web page, there is a link where you can “find your NAICS code for free”. Once you link on there you can query in a keyword or string of words and then the NAICS code/s dealing with that industry will start to populate. You should read each definition carefully to be sure you pick the code that best describes your industry.

### Bank Account Information

- Bank Routing Number
- Account Number
- Bank Contact Information
- Remittance Information for mailed checks
- Credit Card Acceptance? Yes or No

### Points of Contacts and Alternate POC's

- Your Name a/k/a CCR POC
- CCR POC Alternate
- Government Business POC
- Past Performance POC
- Marketing Partner ID (MPIN)

### **SBA Pro Net**

This link is shown at the very end of the CCR registration. Make sure that you link onto it once you have finished your profile on CCR. The integration of PRO-Net and CCR database has created one portal for entering and searching small business sources. If you miss this, you miss an additional marketing opportunity

### **Things to Remember**

- Refresh and renew your profile on CCR annually or you will be merged out of the system
- Keep a folder with all your numbers in one place so it is easily accessible and allows you quick entry into CCR and ORCA for updating and refreshing your profile
- Remember to update your Capability Statement every time you are awarded a new contract

As they say “you have to be in it to win it”. Looking for new ways to generate revenue helps you grow and diversify your business portfolio. The above is just the first step to entering federal procurement.



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