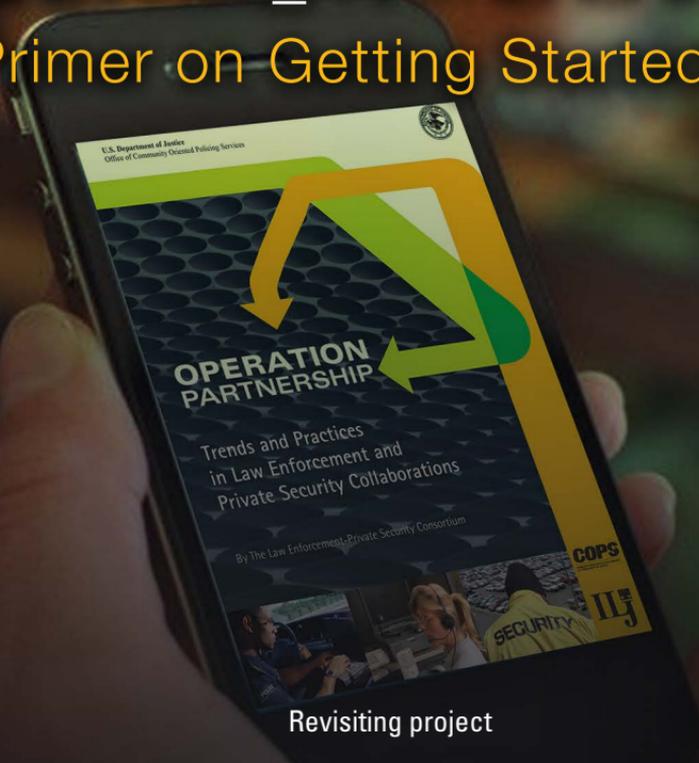


OPERATION PARTNERSHIP

Primer on Getting Started



Revisiting project

OPERATION PARTNERSHIP:

Trends and Practices in Law Enforcement and
Private Security Collaborations

Based on the in-depth information and conclusions stated in the *OPERATION PARTNERSHIP* study from 2009, the Law Enforcement Liaison Council (LELC) of ASIS International committed itself to take an updated look at the issue and develop a “how to” booklet to assist local agencies and security entities develop goal-oriented partnerships. Much of the information found in this booklet came from selected portions of the previously mentioned report, restructured into an outline format, and restated in exact or expanded language to provide the reader with more clarity in developing a plan to get started. It was the intent of the booklet development participants to ensure that this booklet paralleled and complimented the original study's intent. To get a wider perspective of the growing collaboration of agencies today, the reader is encouraged to review the full contents of *OPERATION PARTNERSHIP, Trends and Practices in Law Enforcement and Security Collaborations*. A copy may be ordered by contacting the COPS Office Response Center online or at (800) 421-6770.

The opinions stated in this document are those of the editor and participants noted in the acknowledgment section. Those opinions are suggestions based on past collaborations and may be used as a guide for your partnership planning.

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The Internet references cited in this publication were valid as of the date this document was published. Given that URLs and websites are in constant flux, the editors cannot vouch for their current validity.

An alternative 8½" x 11" version of this document is available to view and print by clicking this button:

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The above visionaries see a future society where the reduction of crime is a community effort composed of active and open partnerships that transcends organizational boundaries.

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PREFACE

During our nation's history, we have depended on government to maintain public order and the safety and security of its citizens through the establishment of policing elements. Marshals, sheriffs and police were sworn to enforce government ordinances, regulations and laws passed at the local, state and federal levels. Less well known were the developments of the private detective and security professions to protect businesses from a variety of threats not under the purview of accepted government functions. After World War II, job opportunities encouraged a steady growth of the private security industry as the United States economy expanded dramatically. Unfortunately, from that point forward, law enforcement and security organizations continued on separate tracks and focused strictly on their own missions and responsibilities.

9/11 changed that focus. The tragic events on that day brought leaders on both sides to realize, alone, neither had the manpower, technology or training to secure the population and critical infrastructure from future attack. Since the historic event there has been a national consensus that the law enforcement and security professions must do better in sharing their assets to protect our citizens.

This booklet was developed for law enforcement agency executives, security directors and managers, directors of chambers of commerce, public officials, and business leaders to use in developing public-private partnerships (P3). Much of the information in this booklet can be found in the Office of Community Oriented Policing Services study entitled *OPERATION PARTNERSHIP: Trends and Practices in Law Enforcement and Private Security Collaborations*.

Our goal is to identify and extract substantive portions of the study that can directly support the establishment of partnerships, retool those portions in an understandable outline format, and provide you with basic information that you could use to develop your plan of action.

We recognize that there are many reasons for establishing collaborative efforts to ensure our communities are safe and secure from crime. Some of these are the need to:

- Marshal resources to fight traditional crime.
- Include citizens, business leaders, and public service executives in specific community policing approaches to create a tenor in which all understand they are stakeholders, aware and vested in the security of their environment.
- Support business community revitalization through crime free zones.
- Compensate for reduced budgets that adversely affect personnel and programs.
- Use the technical expertise of the private sector in combating financial, cyber and technical crimes.
- Use the operational expertise of the private sector with respect to crime prevention methods and asset protection.
- Plan for and execute complex special events.
- Support requirements to improve critical infrastructure and homeland security.
- Share training techniques/methods, resources and expertise.
- Mitigate response challenges during any type of disaster and collaborate on coordinated training.
- Create a relationship between the private and public sector of mutual respect, understanding, and professionalism and break down the stereotypical barriers that may exist.

SECTION 1: KEY TRENDS¹

The Operation Partnership Study identified a number of trends that indicate public-private partnerships (P3 networks) are being accepted by law enforcement, business improvement districts, chambers of commerce, neighborhood watch groups, and security practitioners as a smart way to reduce crime and conditions conducive to crime. Many of these trends were identified in previous studies that produced Operation Cooperation partnerships of the 1990s. They have been re-verified in this latest effort. We know that partnerships create:

- Expanded collaboration in other areas.
- Higher degrees of satisfaction in accomplishing goals.
- More sharing of responsibilities.
- More energetic outreach for new members.
- Greater focus on future activities.
- Better and more useful information sharing.
- More private provision of law enforcement functions.
- Growth in leveraging resources.
- Institutionalization of partnerships as a community asset.
- Better cost management.
- Better cooperative and coordinated response during crisis whether criminal in nature or a natural or man-made disaster because of the relationships gained.
- Exponential increases in statutory authority to identify, pursue, and deter illegal activity.

SECTION 2: BENEFITS OF PARTNERSHIPS²

OPERATION PARTNERSHIP's approach is from the standpoint that successful collaboration comes from the realization that law enforcement and security can do their jobs more effectively and efficiently through partnerships. The following provides an idea of the benefits that may come about through partnering with other agencies to achieve shared goals.

In general, law enforcement and private security have the same missions: *Crime prevention through mitigation, detection, investigation, apprehension and prosecution of those who would commit crimes in the public and private sectors.*

- Law enforcement has the public responsibility for the protection of the community, but its mission is constrained by budgetary considerations that affect personnel, equipment and technology growth.
- Constrained by budget limitations, law enforcement assets nationally have remained at or under 800,000 personnel; as many municipalities have not been able to grow their departments to meet increased policing demands.
- About 85 percent of this Nation's critical infrastructure is secured by the private security sector.
- Private security is often constrained by state laws and local ordinances as to enforcement and arrest authority.
- Private security has been challenged by businesses at every level to continuously develop a more professional security force, better technology, and more focused crime-fighting methodologies that stop or reduce theft, fraud, subversion, and destruction.
- There are more than two million employees in the security industry, which is about three times the number of state and local law enforcement officers.

The benefits of partnerships stem from:

The Force Multiplier Effect

- Partnerships force each element to identify its own strengths and weaknesses and bring those strengths to the table.
- A good partnership program uses the individual strengths of business, law enforcement, and security to jointly attack a crime challenge.
- Where one element has the tools needed, it shares with those that do not.

OPERATION PARTNERSHIP

- Joint planning by agencies ensures that there is a wider and deeper analysis of a problem area, more focused development of the solutions required, and identification of a wider range of tools that can be used to create success.
- Properly written goals, objectives and action plans ensure that agencies have clear missions and do not overlap their assets with other agencies thus ensuring better resource allocation and utilization.
- Partnerships are focused on the long term with the goal of institutionalizing good programs for better community security and safety.

Cost Reduction Potential

- Individual partners contribute existing expertise, equipment, and technology that would ordinarily be purchased by another agency lacking in those areas.
- In a partnership, training can be consolidated under one agency.
- Private security technology and information can be shared on a real-time basis at law enforcement information and operations centers.
- Business districts can provide grants, facilities, and specialty equipment that are business generated or owned in lieu of public expense.
- Planned public-private budgeting may reduce the public tax burden.

Computer and High-Tech Criminal Investigations

- High-tech companies often have forensic technicians and criminal investigators that can partner in extended law enforcement investigations.
- Corporate and business security professionals can provide assistance in child exploitation, identity theft, laptop theft, cyber attack, and Internet safety education.
- Law enforcement agencies can provide partnership teams the legal authority, criminal information, and prisoner interview capability to solve community problems.

Financial and Intellectual Property Criminal Investigations

- Financial organization security investigation sections can team with and train public law enforcement to identify, investigate, develop, and prosecute complex cases.
- Police often have reports of certain crimes such as identity theft that they may not have the expertise to investigate. Partnership with banking and business sector security investigators that specialize in identity theft can create a wider information network to identify and prosecute the perpetrators.

- Local law enforcement seldom has the knowledge to investigate the broader aspects of counterfeit or pirated goods for local sale; copyright, trademark, trade secret, and patent infringement; or illegal production and sale of medical drugs. Partnership with other public and private investigative agencies, corporate security investigators, and retail businesses can provide specialized pursuit of and prosecution in multistate cases and at varying judicial levels.

Advanced Technology Utilization

- Law enforcement is increasingly utilizing security industry technology for law enforcement purposes. Partnerships with business improvement districts, local corporations, and specialized security organizations can pay for and generate continuing joint vulnerability assessments that lead to choosing the right systems and more accurate purchasing, detailed planning, and proper placement of technology.
- Security practitioners keep abreast of technology advances that provide better crime prevention and crime solving solutions. Partnerships provide a means to share information on better object and behavior recognition software; interactive audio surveillance; integrated management of intrusion detection systems, alarm systems, electronic access control, fencing and entryways, radio frequency identification tagging, and gunshot recognition systems among other categories of security research needs and development within the field.
- Increasingly, law enforcement is turning to specialized private sector forensic agencies for evidence determination in audio and video evidence.
- Both security and law enforcement leaders are evaluating how best to use unmanned aerial vehicles in crime prevention, traffic surveillance, and theft or suspect tracking.

Critical Incident Planning and Response

- When catastrophe strikes, no single agency has the capability to respond to all aspects of response. Response planning requires the specialized input of many organizations. On the public sector side, police, fire, emergency medical services have developed protocols that are interagency understood. Partnerships with private sector organizations provide use of their assets in joint training and exercises, planning integration, interagency communication, and coordinated information dissemination.
- Law enforcement partnerships with private sector security organizations can assist in identifying back-up capabilities in facility and area security; civil order restoration assistance; sensitive security protection; records administration assistance; prisoner pickup, transportation, and security that would lead to planning, training, and exercising prior to an event.

- Using critical incident protocol initiatives, partnerships may provide for inclusion of security response teams in the communications plan. This allows quick security response capability for fire/EMS, public health, emergency management, local emergency planning committees, and volunteer agency security needs in lieu of scarce law enforcement assets.
- Security organizations are often the first responders to violent or terrorist incidents at malls, utilities, schools, industrial sites, and major special events. Law enforcement agencies that partner, plan, and practice with those security elements can maximize joint communication net use, common tactics, and intelligence sharing prior to and during response operations.
- Homeland security emergencies require partnership planning between police, security, emergency management, fire services, and emergency medical response agencies. Protection of critical infrastructure and key resource sectors involving agriculture and food, water resources, nuclear, energy, information technology, chemical, healthcare, defense, communications, critical manufacturing, postal and shipping, dams, transportation, banking and finance, emergency services, defense industrial base, sensitive commercial industries, and government facilities' resources and systems require continuous multi-agency collaboration.

Information and Intelligence

- Corporations collect information and intelligence from field offices regionally, nationally and worldwide that identify potential or actual crimes that adversely affect corporate operations.
- Partnership information sharing helps identify local criminality involving money laundering, identity theft, product counterfeiting, and other unlawful activity which permits law enforcement to better investigate community-reported crimes.
- Local and regional information and analysis center partnerships provide a more focused analysis of crimes and trends that lead to faster, more flexible, and unified responses to criminal operations and threats.

Community Policing

- Partnerships are the basis of community policing. Private security officer organizations have the "eyes and ears" to provide law enforcement with street information.
- Corporations take great pride in being included in and providing support for community policing crime prevention activities. Corporate security partnerships can smooth the way for more effective attainment of public safety goals.
- Partnerships that focus on specific business areas or business improvement district models create crime free environments that have proven to be great successes.

Anti-Terrorism Partnerships

- Terrorist attacks do not occur in a vacuum. They require planning and preparation, such as the acquisition of certain materials or training in targeted activities. Terrorist operatives will try to obtain these in the private sector.
- Terrorists may portray themselves as legitimate customers in order to purchase or lease certain materials or equipment, to undergo certain formalized training to acquire important skills or licenses, may simply steal certain types of vehicles, equipment, or materials from the inventory of legitimate businesses.
- Through partnerships, business owners, operators and their employees may apply their particular business and industry knowledge and experience against each customer transaction or encounter to discern anything unusual or suspicious and to report such instances to authorities.

Training Opportunities and Resources

- Partnerships allow participants to identify agencies that have high-quality instruction in specific areas not available in the other agencies.
- Security organizations can provide training to law enforcement in specialized risk areas, physical security, and vulnerability assessments.
- Law enforcement and security partnerships can establish joint programs of instruction to teach threat recognition, specialized crime prevention techniques, security systems, and reporting methods to non-security employees such as apartment doormen, service and delivery personnel, business managers, and others who are in a position to recognize criminal activity.

Career Opportunities and Recognition

- Participants from agencies get to know each other, receive different training, and exchange professional ideas which strengthen partnerships.
- Interagency recognition and achievement awards strengthen bonding and create an environment for more interchange of ideas and action within the partnership.
- Partnerships breakdown walls and permit individuals to make career choices when they are at a decision point in their lives.

Contacts

- Partnerships enhance human interaction, professional relationships, and trust.
- Personal information sharing creates contact lists for problem-solving situations.

ASIS International

2013 MATTHEW SIMEONE AWARD FOR PUBLIC PRIVATE PARTNERSHIP (P3) EXCELLENCE

LAW ENFORCEMENT AND PRIVATE SECURITY (LEAPS) Program

Houston, Texas

The LEAPS program, ASSIST (Associated Security Services and Investigators of the State of Texas), Harris County Sheriff's Office (HCSO) and the local Houston chapter #12 of ASIS International joined forces in the LEAPS project to create an atmosphere of mutual understanding, cooperation, and coordination among the members of the HCSO and the private security industry. The LEAPS program recognizes the challenges for law enforcement and all sectors of private security and how imperative it is to network efforts to work together to protect domestic and international interests. By fostering a strong working relationship between law enforcement agencies and the private security industry, LEAPS affords the citizens of Harris County an opportunity to benefit from an additional 4,000 private security personnel that are trained in 8-hour structured workshops located at the HCSO Academy where they receive additional information to help enhance their knowledge in the area of crime prevention and security protocols. Successful actions taken by the private security sector can prevent and reduce crime in residential and business communities. Additionally, by being correctly trained, private security officers can have a significant impact on reducing calls to law enforcement agencies. The training courses have given security officers new tools with which they can assist law enforcement agencies as well as greatly improve their own professional expedition of duties.

Working together for several months in late 2011, the ASIS Houston chapter, the HCSO and LEAPS/ ASSIST facilitated and launched the first training at the HCSO Academy in March 2012. Sixty security officers attended the 8-hour structured workshops and learned about police reports, crime scene protection/preservation, criminal trespass, note taking, crime prevention, emergency preparedness and how to utilize an HCSO i-Watch cell phone "app" to report events. Consequently, a multitude of private security personnel were and continue to be trained how to meet law enforcement expectations and supply the LEAPS community policing initiative with more eyes and ears. This has greatly improved relationships between the public and private sectors in helping each to better understand the other and thereby, benefiting the community itself by supplying more safety and security strategies.

LEAPS leaders and stakeholders pride themselves in the program's ability to break down historic walls of silence between law enforcement and private security. The LEAPS program positively and significantly impacts law enforcement – private security relationships, encourages on-going cooperation and the understanding of each other's goals by working jointly to make the community a safer place for residents, businesses and visitors.³

SECTION 3: IMPORTANCE OF BUY-IN

Partnerships do not succeed without the support of the personnel who are expected to implement and sustain the policies and procedures that would make the program successful.

Some leaders, inspired from seeing the benefits of a partnership, will develop plans for implementation, issue instructions, and then sit back and expect results. When the results are less than expected or instructions were not implemented fully, the plan and enthusiasm for achievement suddenly disappear.

In many cases, at issue were those at lower levels who were to initiate and maintain the program who were not convinced of the necessity of the proposal, may have had fears of the results of the implementation, or were simply never asked for input. Therefore these key personnel with vital roles were not interested in partnership development. In some cases, the stress of change may be the inhibitor and the obstacle to overcome.

Partnerships are complex and are people oriented. Individuals want to be part of a winning program. The wider the buy-in to your goals and objectives, the easier it will be to achieve your goals.

Utilize a common planning process that those forming the partnership can understand and agree upon. In general, there are six steps in the planning process:

- Form your collaborative planning team with an internal goal of establishing and building relationships.
- Understand and address your challenges in establishing the partnership.
- Determine your goals and objectives.
- Develop your plan.
- Prepare a draft, receive input from all partners, revise, and resubmit for approval.
- Refine and execute the plan.⁴

There are two other steps recommended for the process to ensure that the goals and objectives continue to be relevant:

- Based on continued analysis of goal achievement, periodically or as needed, review and revise your plan.
- Be flexible in decision-making authority with a view of empowering those who are carrying out the plan.

When setting your goals and objectives consider the following:

- Subordinates, as far down as possible in the chain of command, should be involved in goal setting and objectives development. Once they have committed themselves to a course of action they have created, they will be more readily concerned about its success.
- Goals and objectives should be realistic. It may be challenging, but it should be attainable by all members of the partnership.
- Partners should focus on goals that will achieve measurable, positive results for the community.
- When objectives are identified, utilize representatives at each level in the chain to jointly analyze those objectives and develop a plan of action for each objective.
- Once identified, review your goals and objectives to ensure that you understand the intended and unintended consequences of implementation. This will help you to determine how to correct unintended consequences before implementation.
- Once satisfied with your goals and objectives, start with an easily achievable objective that will bolster the confidence of all members in the partnership to tackle the more difficult.
- Ensure that you have a well-developed media plan that the partnership can use to communicate with your implementers and your citizens.

Keeping buy-in warm is a continuing factor in successful partnerships. Open, motivating communication is important. Individuals involved in a project should know:

- The bigger picture as it unfolds.
- Their own part in the process.
- Their importance to the success of the goals.
- Their level of empowerment to make decisions at their level.
- That their opinions matter.
- That their extraordinary actions will be recognized through a system of rewards or recognition.

The public is also a major factor in the success of your partnership. They must be convinced that:

- The partnership is targeted on the right problem.
- They understand the goals of the collaboration.
- Methods shared with them are appropriate and are supported by public and private community leaders, business leadership, and those who have joined in partnership.
- The effort will be successful.
- Operations will be cost effective.

SECTION 4: GETTING STARTED⁵**15 Key Steps**

1. **Make initial contact leader to leader.**
2. **Agree on a vision and purpose.**
3. **Begin to document your partnership strategy and initial short range plans.**
4. **Identify other leader stakeholders.**
5. **Identify and select public leaders.**
6. **Recruit additional stakeholder/general members.**
7. **Establish a home base and organizational structure.**
8. **Address the legal formation of the partnership entity.**
9. **Develop a detailed plan of action.**
10. **Decide how the organization will communicate with its members and the public.**
11. **Market the partnership to gather funding and resources for sustained support.**
12. **Conduct initial training.**
13. **Carry out an initial project.**
14. **Monitor progress, measure success, and report to the members and public.**
15. **Select more issues and challenges to address.**

The Virginia Center for Policing Innovation conducted a number of interviews of police and security leaders that were involved in partnering in their communities. Based on those experiences, the following fifteen steps form the common road map that leaders can follow to create a viable and successful partnership. The information noted under each step has been generated by law enforcement and security leaders identified at the beginning of this pamphlet. The comments are hints for your use only (they may not apply in all situations.) You should use the planning process you feel most comfortable with.

1. Make initial contact leader to leader.

- Your organization's analysis of a challenge can clarify what direction your agency may take. Initial assessments are important to identify if a partnership offers the best approach to take.
- Based on the analysis, formulate a general concept of action.
- Identify an initial list of organizations and leaders that could contribute to the solution by becoming supporters or partners.
- It is important, at this point to ensure that the appropriate public officials or corporate leadership are briefed on the challenge, the selected solution, and end-state that you wish to achieve.

- Place feelers out to selected organizations through those in your agency that work with them to measure interest.
- Select a counterpart leader you feel will create the same enthusiasm you have for creating the partnership.
- Contact that leader for exploratory discussion. Based on that leader's comments and commitment, discuss the next step of joint exploratory planning.
- Set up a planning framework that establishes a joint planning group and the planning process to use. Law enforcement and security managers, at the working level, lay the groundwork for partnership formation.
- It is important for senior leadership to agree upon a common and enthusiastic statement of support. By publicizing and emphasizing support from the top, subordinate leaders and others will realize the importance of the proposed partnership and the initial leaders' commitment to it.

2. Agree on a vision and purpose.

- Initial guidance is the direction planners follow.
- The vision statement should be short, simple, clear, motivational and communicable.
- The purpose should be compelling for both law enforcement and private security. The purpose sets the direction for follow-on goals and objectives.

3. Begin to document your partnership strategy and initial short range plans.

- Based on agreed-upon senior guidance, the planning group should gather and use as much information as possible on the challenge you face, citizen and business support of your effort, available and needed resources, and similar partnerships established by other agencies and groups nation-wide. Communication with other partnerships may produce plans and processes that may be helpful to your planning effort.
- Consider using the six-step planning process noted previously (page 13) as the basis for your informal planning initiative.
- Start by focusing on development of a short-range plan covering initiatives you will realistically put in place in one to three years. Once you are established as an organization, strategic planning can mature through the identification of medium and long range planning of goals and objectives, if needed.
- Put initial plans on paper and mark each page with an "as of date" or note the page is part of a "first," "second," "third" draft to avoid confusion as changes are made.
- To speed up the process of review and revision, establish a uniform format that reviewers can use to send in changes (you may indicate changes by indicating the page number, line number, add followed by the added information, delete followed by what

to delete, revise to say followed by the recommended revision. If you are revising by e-mail, you may designate different colors to indicate the changes to the text.

- Where there are several partner agencies that are part of the planning process, e-mail format may be used to start the ball rolling.
- It is important that you establish an historical file for all planning input for future reference and use.

4. Identify other leader stakeholders.

- Using your initial list, continue to add as many primary leader stakeholders as possible, who can be an asset to, or resource for, the partnership.
- Look to existing contact lists from ASIS International, IACP, National Sheriffs Association, the local chamber of commerce, and other resources.

5. Identify and select public leaders.

- Consider establishing a leadership council. Guidelines developed by the police chiefs associations for Wisconsin and Minnesota during their conference, entitled "Midwest Summit 2006: Economics of Disaster, Enhancing Critical Incident Preparedness through Public-Private Partnerships," suggest establishing leadership councils to help steer and guide the partnership.
- Broaden the leadership role to bring in more executives with assets and a commitment to the partnership mission.
- Buy-in by many public leaders strengthens and institutionalizes the partnership effort. Additionally, those leaders add additional insights as to the challenges and may provide additional resources, when needed.

6. Recruit additional stakeholder/general members.

- The lifeblood of any partnership venture is its general membership. After agreeing on a vetting process for new members, the partnership's leadership needs to recruit aggressively to build the partnership. Select stakeholders with assets who share the partnership's goals.
- Understand that some potential stakeholders may not be in a position to immediately join as partners for reasons that have nothing to do with the partnership goals. Time and events change and those individuals and businesses may join later as enthusiastic members. Keep them on the list.
- Develop a recruiting card or front-back page story board that concisely explains the challenge, your goals and desired outcome. A success may be added to show results. The handout can include a list of the initial partners to show buy-in by others in the community. Your recruiting team may use this item to spur membership.

7. Establish a home base and organizational structure.

- Partnership support costs can vary. To survive, the partnership may require initial support for staffing, housing (meeting, office and or training space), and other resources. Future cost factors and budgeting requirements should be recognized and developed as part of the planning process.
- An established home base shows the citizens and businesses that the partnership is serious about its mission.
- The location can be anywhere the partners choose.
- Although the partnership may not need to hire staff to get started, partnership leaders must ensure that personnel from their respective organizations are allotted sufficient time and resources for partnership matters. The future hiring of permanent staff is a leadership responsibility, and those decisions are made based on a number of factors established by the partner leaders.
- Initially, create several organizational charts to analyze and identify the one that will fit your situation best. As situations change, be prepared to revise the chart chosen to ensure member responsibilities remain clear and do not overlap.

8. Address the legal formation of the partnership entity.

- Less formal partnerships are easier to establish and require less ongoing paperwork, but they may find it difficult to manage funds and continue operations as membership turns over.
- More formal partnerships may require substantial setup efforts such as incorporation, but often experience greater longevity.

9. Develop a detailed plan of action.

- After startup activities are successful, the partnership needs to agree on a more detailed plan of action for building and sustaining the organization.
- As a continuation of step 3 above, formal planning is established.
- The plan should address, in addition to its operational aspects, methods for advancing the mission, raising external funds, recruiting new members, technology receipt and utilization, and establishment of an executive committee to oversee operational business aspects, budget controls and resource management, among other subjects.
- The final plan, as a public document, should be reviewed, authorized, and signed by all partners and public figures supporting its goals, objectives, and action plans.

10. Decide how the organization will communicate with its members and the public.

- Information sharing is extremely important for carrying out the partnership's mission.
- Regular communication through joint radio channels, e-mail alerts, etc., builds good working relationships among public and private sector members.
- Public information spots should be considered and developed for each action plan to publicize the operational goal or goals of the partnership. This is done to garner positive support of the public as the operational elements are activated.

11. Market the partnership to gather funding and resources for sustained support.

- Develop a marketing plan early in the partnership.
- The leadership group or council needs to market the partnership to raise enough funds and resources to ensure operations in the critical early years.
- Funding may come from one or more options such as grants, voluntary funding, dues, training or conference fees, grants, payments through business improvement district assessments, or public budgets.
- Emphasis on initial training, project initiation, and reporting progress and successes should be highlighted to the public and businesses as part of the marketing campaign.
- It is important to remember that positive partnership progress is a key ingredient of garnering continued public support.

12. Conduct initial training.

- The delivery of high-quality training is an important motivator for members continued participation.
- Identify those individuals employed in all partner organizations who have unique and solid training credentials in specialized areas required for partnership success. Use them to train the entire partner organization.
- Use of a training calendar provides for consistent programming of training over a period of time. It helps partners plan for future training days and provides an incentive for members to attend to learn new skills or important information.
- Training should be professional, imaginative, interactive, thought provoking, and useful.
- You can use invitations to attend training as a tool for new member recruiting.

13. Carry out an initial project.

- Review examples of other partnerships that were successfully used to overcome the challenge your community faces. Utilize what would be helpful to develop your initial project.

- War game your plan through the use of a command post exercise or a table top exercise to identify its strengths and weaknesses.
- Once satisfied with your plan, move to implementation. Remember that most experts recommend starting with a small, manageable, and doable project.
- Use the after action report technique to identify the good and weak aspects of the operational initiatives. Focus on coordination, training, media notification, and public awareness, in particular, as part of the plan execution.
- Use the observations of the after action report to revise and strengthen your overall plans of action.

14. Monitor progress, measure success, and report to the members and public.

- Partnership activities should be transparent and creditable with the public.
- Periodic public reports on the progress and outcomes will build good will with the public, the law enforcement community, and the private sector.
- You can also use these reports as a recruiting tool for potential members.

15. Select more issues and challenges to address.

- Once your partnership members are comfortable working together and a solid foundation has been established, your team can move on to select more issues and problems to address.
- Utilize your refined planning process and leadership group to establish medium and longer range goals that continue to drive down crime in your community.

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THE GREATER HOUSTON LOSS PREVENTION ALLIANCE (GHLPA)

In 2008 and 2009 the Houston Police Department (HPD) was faced with sharp increases in thefts and burglaries of motor vehicles on retail properties and parking lots. In seeking a to address the problem, HPD quickly realized that due to the competitive nature of the retail business, retailers were reluctant to share information with each other for fear of revealing trade secrets. HPD contacted the directors of loss prevention departments from food, drug and retail chains and convinced each that in working together in an alliance to promote crime prevention, comprehensive strategies could be developed to educate the public in a pro-active manner and reduce retail crime.

From this idea came The Greater Houston Loss Prevention Alliance. The Alliance began with the participation of five retailers in 2009 and has since expanded to nine including CVS, Family Dollar, Fiesta Grocery, HEB Grocery/Drug, Kroger, Randall's Grocery/Drug, Target, Walgreens and Walmart.

Since the formation of the partnership between GHLPA and HPD, the reduction in crime has been dramatic. The partnership provides the retailers with expert resources, financial support, access to large numbers of citizens/customers and an efficient method to address crime where the crime occurs, inside and outside retail facilities. The partnership has also provided a venue to reach out and educate customers at retail facilities during holiday and peak shopping seasons and has facilitated the use of the media to educate citizens to potential crime exposure and thereby reduce their vulnerabilities while visiting retailers.

The education process includes numerous public awareness campaigns designed and implemented by the GHLPA that offer many suggestions on how to protect valuable and vulnerable personal property and best practices for child safety while shopping. The safety messages have been further reinforced through the judicious use of the local media and billboards throughout the city.

The long term goals of the GHLPA are to provide citizens and shoppers friendly reminders that reduce crime and promote safe shopping at retail establishments throughout the city of Houston.⁶

SECTION 5: SELECTED PARTNERSHIPS⁷

The following are some of the more formally organized, present and past, partnerships that were reviewed and analyzed during the Virginia Center for Policing Innovation Study that produced Operation Partnership for the Law Enforcement-Private Security Consortium.

Note: *In this section, hovering over an entry with your computer mouse will highlight the text box, indicating that clicking the entry will launch the website link. If an entry should not highlight, there was not a website link associated with the entry.*

Downtown Dallas/Dallas Police Department

A study on disasters identified a lack of public/private communication before, during and after each emergency. The need for the City to prepare a better response in the event of a disaster was evident. The department has established plans that expanded public-private relationships to set up communications, disaster plan exercises, and the sharing of training opportunities. The Dallas Emergency Response Team (DERT) Notification Service Network is funded by the private sector for use by private and public sectors. Twenty-four hour communications of all incidents and events on a weekly and monthly basis was established.

Contact: Deputy Chief Vincent L. Golbeck
(214) 908-2582

Greater Chicago Hotel Loss Prevention Association (GCHLPA)

The GCHLPA began in the early 1980s when a few security professionals joined together to address pickpocketing in a tourist area. It is now concerned with virtually any crime committed in or near hotels. Its members represent 46 hotels, three local police departments, the Federal Bureau of Investigation, the U.S. Secret Service, and the U.S. Department of Homeland Security.

Operation Partnership Security and Operation Partnership Emergency Network (OPEN)

This is a partnership between the Fort Worth Police Department, security directors/managers, building managers, and BOMA. Its mission is to develop emergency response systems, procedures, and training that enhance business recovery capabilities.

Contact: John Joyce
(817) 944-6152
Bass Companies, Fort Worth, TX

Target & BLUE

This program of the Target Corporation includes many efforts to collaborate with and support law enforcement agencies across the country by providing grants, materials, expertise, information, forensic laboratory services, and investigative support. In 2007, Target received the FBI Director's Community Leadership Award for extraordinary contributions to communities and law enforcement. For more information, contact the Outreach Programs Manager at APCommunity@Target.com

SECTION 6: BARRIERS AND CHALLENGES⁸

This section briefly discusses the historical barriers that we must challenge and conquer to provide successful law enforcement-security partnerships. Many of these perceived barriers stem from a lack of knowledge and understanding of the benefits each profession brings to a partnership. Being sensitive to basic concerns and then overcoming these challenges through proactive measures will assist partnership leaders immeasurably in achieving their goals.

Lack of Awareness and Knowledge

Some law enforcement leaders have spent their entire careers focused on their professional pursuits and have had little contact with or understanding of the functions security entities perform. However, many public police leaders have made the transition and now understand the synergy of public-private collaboration. The following recommendations enhance the understanding of the capabilities of both professions:

- Partnerships should plan and present periodic career awareness briefings to foster understanding the unique aspects of business operations and public operations.
- Security leaders can develop specialty workshops to discuss the legal aspects unique to corporate investigations, crime prevention, and other security functions.
- Law enforcement leaders can include security leaders as members of local and regional law enforcement executive meetings. In turn, security leaders can include law enforcement leaders and managers in local ASIS International chapter meetings and activities.
- As many law enforcement leaders and officers retire and start a second career in the security field, the security side of the partnership may offer briefings on career opportunities and present transition classes for those individuals.

Lack of Trust

In the past, many law enforcement agencies were concerned that security companies were not hiring trustworthy individuals, that security agencies might interfere with public investigations, and that those agencies might attempt to assume traditional law enforcement functions. At the same time, security leadership may have been concerned with public policing interference with potential business opportunities. To create trust:

- Lack of trust issues should be identified between law enforcement agencies, between security entities, and between law enforcement and security organizations as part of the initial discussion. These issues should be recognized, listed, and addressed as part of the partnership plan.
- Leaders may offer to present short topic trust building briefings at police and security leadership meetings, as shift change item reminders, and for police or security officer continuing education and training sessions.

- The partnership leadership should approach “the lack of trust” issue as a positive opportunity to learn about the “other side”. By working together, each side can identify the strengths that each profession has to enhance and achieve the partnership goals and objectives.

Lack of Respect

Law enforcement has had a poor perception of security through the years, some if it justifiable. This perception has been perpetrated by security organizations’ minimum wage and hiring practices, minimal training histories, and lack of adequate supervision of employees. Conversely, some law enforcement agencies have hesitated to reach out and cultivate security relationships because of a perceived notion that law enforcement organizations were the only elements that could properly secure the communities they were sworn to protect. Communities who have formed partnerships have overcome these barriers through relationship building mechanisms. To earn respect:

- Make an honest analysis of the organization’s perception of itself and other agencies.
- Identify which perceptions are based in fact and myth.
- Develop answers to each and determine what action elements are needed to correct those shortcomings identified—both in fact and myth.
- Take corrective action and make those measures known to the organization’s personnel and other agencies.
- Ensure all personnel in the partnership understand the importance of developing respect for other agencies.
- Create and implement respect-building actions during partnership projects.

Information Sharing and Privacy Concerns

The public, law enforcement agencies, and security organizations all have legitimate concerns about sharing personal, sensitive, and classified information. Questions about what type of information will be acquired; acquisition and protection methods, joint agency analysis procedures, and cost will have to be addressed. Legal and ethical issues may have to be satisfied. To do this:

- Partnership leaders can determine information sensitivity levels and identify methods of sharing and security procedures for each level. Determination may be based on a number of factors, including state and federal regulations and laws, public expectations, and concerns about potential liability stemming from sharing.
- Partnership members, requesting information sharing, may be subject to background vetting to ensure the viability of protection measures.
- The partnership should present an information use and security plan to the appropriate public council or government agency for approval if sensitive public information or records are to be shared. There should be active oversight procedures stated and put in place by the partnership to ensure the integrity of the approved plan.

- Procedures should be established to periodically cleanse the data base of non-use information to avoid an irrelevant data glut.
- Active procedures should be in place to quickly investigate and answer privacy issues that arise.
- Partnerships should address, up front, private competitive advantage issues noted by businesses who may be asked to share their operational, developmental, and technical practices.

Technology

Current technology is a boon to partnerships today. Citizens and businesses, for the most part, are satisfied on its application by law enforcement and security organizations. As new technologies are fielded, new controversies may arise in the right of privacy arena, many systems will be more costly, and there may be increased time for acquisition, installation, training, and maintenance.

- During the planning process, technology requirements should be established, researched for cost and function, and decisions made pertaining to how the partnership will purchase those systems selected.
- The product search should be made by a joint committee composed of knowledgeable individuals who have had field experience in technology application. Recommendations should be reviewed and purchase decisions made by partnership leaders.
- As technology is constantly evolving, decisions should be made on whether add-on equipment and/or systems replacement would be most effective to meet the partnership mission.
- The partnership leaders should determine who will have the management responsibility for system installation, maintenance, training, data use and security, and real-time monitoring.
- An oversight authority should be established to ensure accountability to the community.
- The partnership should be sensitive to the public concerns of privacy invasion. Therefore, as part of the media planning, consideration should be made to discuss how technology will work, how it has a deterrent value, and what successes it has had or will have as an investigative tool.

Personnel Issues

Each state and the federal government has established numerous regulations and laws governing hiring, firing, training, and ethical standards, to name a few. These categories will govern certain aspects of partnership development and operations. To minimize any issues that may arise, consider identifying:

- Membership standards, certifications, and responsible charge categories.
- Background checks and other vetting procedures.
- Member replacement responsibilities because of retirement, reassignment, etc.

- Associate agencies, such as state regulators, that can provide advice on personnel issues.
- Specific personnel standards attainment in operational contracts or agreements.

Decision-Making

Partnerships recognize that government entities follow strict rules of public decision-making that can delay change. Businesses, on the other hand, are quicker to make decisions based on opportunities that arise. Leadership should:

- Establish a forward-looking decision process that is agreeable to all partners.
- Identify planning processes that note future decision nodes for leadership decision-making.
- Agree in writing who, organizationally, is in charge and who makes up executive, planning, and budgeting positions or committees. The organization categories may be business, law enforcement, or security.

Taxpayer Support for Police and Private Security Services

Public policing has become increasingly expensive in regard to community budgets. This has created a need for a review of services and a search for less expensive alternatives. In some cases, there are not enough police to take on new missions and functions. This is where partnerships make money for the community.

Partnership funding may be derived from:

- Business improvement districts that are established to provide special tax assessments for crime prevention purposes. This method usually occurs when public funding is not available for increased police presence. Partnerships between BID members, police, and security leaders provide joint input to establish increased security.
- Public funds that provide for expertise not available within the law enforcement agency.
- A combination of funding where businesses or corporations may award grants in support of public appropriations.
- Continued public support through their continued knowledge of public accountability and responsible expenditure of funds provided in the past.

SECTION 7: CONCLUSION

Over the last sixty years, public-private (person-to-person) collaborations, liaison, and relationships have increasingly developed an understanding for the need of partnering. Changing crime patterns, more sophisticated types of crimes, increasingly complex technology, and public outcry have encouraged the law enforcement and security professions to see each other in a new light. The events of 9/11 created the spark that intensified a new focus on the synergy developed by partnering the assets of the public-private communities.

This booklet was developed to give you new ideas and ways to create a safer and more crime free community. Your review of the successful collaborations listed in *Section 5, Selected Partnerships*, gives you the opportunity to reach out to see if one or more of those projects can assist you in your partnership development.

By combining the strengths of the business community, public awareness and support, and law enforcement and security entities, we will create better approaches that will keep our communities safer and more secure. We feel that it can be done best through partnerships.

For additional information, read *OPERATION PARTNERSHIP: Trends and Practices in Law Enforcement and Private Security Collaborations* sponsored by the Law Enforcement-Private Security Consortium or view the online COPS Office sponsored briefing on Partnerships.⁹ For use in your own information briefings, the COPS Office has prepared a CD discussing Partnerships in the visual format that is now also available online.¹⁰

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ENDNOTES

SECTION 1

1. The Law Enforcement and Private Security Consortium, *Operation Partnership: Trends and Practices in Law Enforcement and Private Security Collaboration*, Washington, D.C.: U.S. Department of Justice, the COPS Office, 2009.

SECTION 2

2. *Operation Partnership*, 10-17.
3. Law Enforcement Liaison Council (LELC), ASIS International. The winner of the Matthew Simeone Award is chosen by a committee affiliated with the LELC annually from world-wide submissions.

SECTION 3

4. Emergency Management Institute, *Emergency Planning: Independent Study 235.a*, Emmitsburg, Maryland: Federal Emergency Management Agency, 2010, 2.5-2.6.

SECTION 4

5. *Operation Partnership*, 114-115. Appendix A in the original study was largely transposed to form this section. Where possible, each paragraph was expanded to provide the reader more clarity of action.
6. Private Sector Liaison Committee (PSLC), International Association of Chiefs of Police. The winner of the Michael Shanahan Award is chosen be a sub-committee of the PSLC annually from world-wide submissions.

SECTION 5

7. *Operation Partnership*, 119-122.

SECTION 6

8. *Operation Partnership*, 18-24. Information in the original study was expanded to include additional comments pertinent to overcoming barriers and challenges.

SECTION 7

9. Edward Appel, iNameCheck, *Best Practices for Law Enforcement and Private Security Partnerships*, PowerPoint briefing.
<http://www.cops.usdoj.gov/pdf/conference/2011/BestPracticesforLawEnforcementandPrivateSecurityPartnerships>
10. <http://lepsc.org/training/player.html>



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