



MAJOR CITIES CHIEFS ASSOCIATION

*Public/Private Partnership Project:
Creating a Roadmap for Effective Collaboration
Between Local Law Enforcement Executives &
Corporate Chief Security Officers*

October 2019

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Public/Private Partnership Project: Introduction

Local law enforcement executives and corporate chief security officers (CSOs) are decision makers in their organizations and possess resources, information, and expertise that can be leveraged to meet both individual and shared goals. Corporations and local law enforcement, along with federal agencies, are important partners in the national security landscape; this is often referred to as a “three-legged stool.”¹ While a structure currently exists for CSOs and federal agencies to collaborate on at the national level², a gap remains in the effort to coordinate among corporations, federal agencies, and local law enforcement at the executive, decision-maker level. This coordination is critical to preparing for and responding to local critical incidents, as well as addressing day-to-day public safety needs. Through the **Public/Private Partnerships Project**, the Major Cities Chiefs Association (MCCA), Target, other corporations from across the United States, and the Domestic Security Partnership (DSP)³ collaborated to assist police executives and corporate CSOs in enhancing strategic engagement and collaborative opportunities.⁴

The **Public/Private Partnerships Project** provides a framework for establishing and sustaining “strategic” relationships between local law enforcement and corporate entities that can be relied on to help define overarching public safety priorities, prepare for and respond to critical events, and collaborate as allies in the creation and implementation of local public safety initiatives. While critical incidents may showcase partnerships in high relief, daily these partnerships may take the form of collaborating to solve crimes and sharing ideas and resources that benefit community and employee safety efforts. This project identifies “**key ingredients**” (executive buy-in and participation, membership composition, shared goals, cadence, resiliency, and longevity) that can be applied to create a foundation for effective, sustainable partnerships that can be customized and scaled as jurisdictions implement strategies that meet their particular needs and goals. These practical and relevant key ingredients serve as a starting point for new partnerships and propose items for consideration for those already underway. This project also encourages agencies to perform a **self-assessment** to articulate their current interactions with the private sector and to specifically identify where CSOs and chiefs currently have direct collaboration and where strategic planning opportunities can be expanded.

Each law enforcement agency and corporation must determine what will be most successful for itself and its community. There are many examples of effective formal and informal public/private partnerships throughout the MCCA membership. While MCCA has a dynamic membership, as does its private sector counterparts, there is no “one-size-fits-all” methodology for establishing successful, executive-level partnerships. The longstanding Twin Cities Security Partnership showcases how these key ingredients can be operationalized jurisdiction to jurisdiction. The law enforcement and corporate practitioners leading this effort hope this project will contribute to the body of literature and experience concerning this topic and encourage meaningful public/private collaborations throughout the MCCA membership and its corporate partners. The **Additional Resources** on page 12 include many of the papers that have been written on this topic by practitioners in this field, including those published by the U.S. Department of Justice—Office of Community Oriented Policing Services (COPS Office) and Bureau of Justice Assistance (BJA).

¹ The “three-legged stool” is a descriptor used frequently by Advisory Board members; refer to page 6.

² The Domestic Security Alliance Council (DSAC) “is a strategic partnership between the U.S. government and the U.S. private industry that enhances communication and promotes the timely and effective exchange of security and intelligence information between the federal government and the private sector. Its goal is to advance the FBI’s [Federal Bureau of Investigation] mission of detecting, preventing, and deterring criminal acts by facilitating strong, enduring relationships among its private sector member companies, FBI Headquarters, FBI field offices, Department of Homeland Security (DHS) Headquarters and Fusion Centers, and other federal government entities” (<https://www.dsac.gov/about>).

³ The Domestic Security Partnership (DSP) “seeks to strengthen United States security by fostering collaboration and cooperation among governmental and private sector security professionals. The DSP achieves its mission by supporting the Domestic Security Alliance Council through engagement, education symposia, and security exchange information” (<https://www.domesticsecuritypartnership.org>).

⁴ The Major Cities Chiefs Association (MCCA) is a professional association of chiefs and sheriffs of the 69 largest local law enforcement agencies in the United States and 9 in Canada. For the purposes of this document, “chief” denotes the local law enforcement executive in any of these jurisdictions.



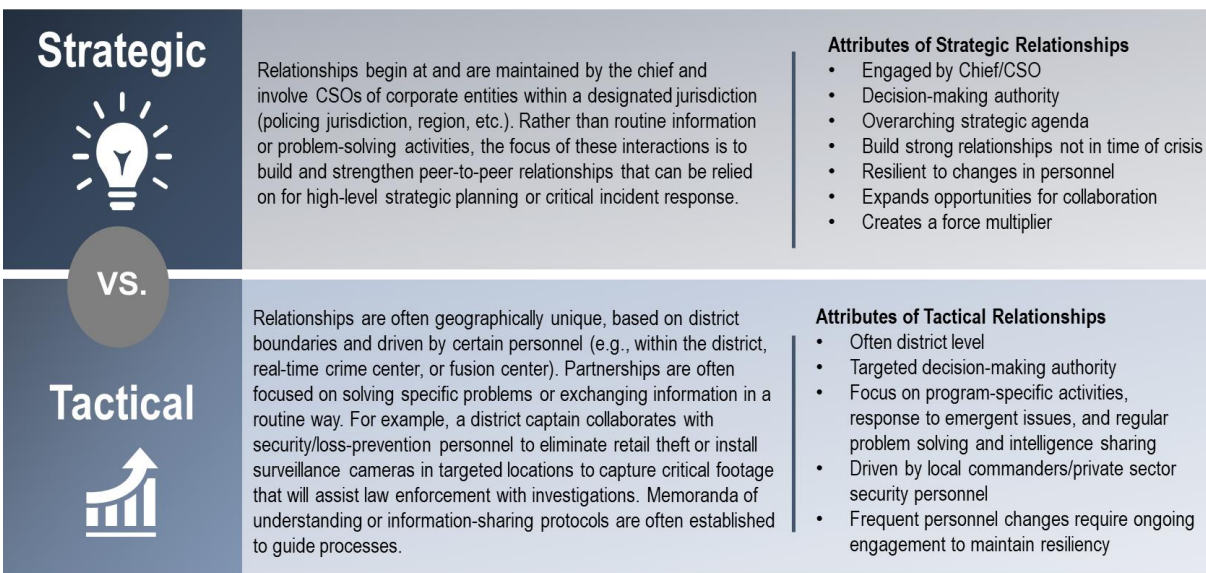
Tactical vs. Strategic Collaborations

As part of the Public/Private Partnership Project, MCCA agencies were surveyed to help understand the landscape of how the Nation's largest local law enforcement agencies collaborate with corporate security practitioners and to identify trends, challenges, and promising practices in these activities. Survey responses indicated that while many collaborative efforts already exist, there is opportunity to build capacity and refine local law enforcement/CSO relationships to support overarching, strategic goals. Most agencies indicated specific programs did not exist within a comprehensive, strategic framework led from the chief's office.

Public/private engagement is most often seen in district-level and neighborhood-based relationships between supervisors/line officers and private entities located within those districts intended to facilitate regular collaboration to identify safety concerns and design and implement solutions. In addition, many agencies work with the private sector to implement citywide initiatives associated with specific problems or goals. For this project, these collaborations, critical to planning for and responding to ongoing safety issues or emerging threats, are referred to as **"tactical,"** and they are usually of a transactional nature. While there are many examples of effective partnerships between law enforcement agencies and local corporations at the tactical level, the focus of this project is to assist local law enforcement agencies and the private sector in building and enhancing partnerships at the peer-to-peer—chief/CSO—**"strategic"** level. Chiefs and CSOs engaged in these efforts recognize the value of these peer relationships and the importance of regular, routine interactions built around shared goals.

This project draws a distinction between tactical and strategic interactions that occur between local law enforcement agencies and their private sector counterparts. Figure 1 generalizes and simplifies the distinction in practical terms by providing key attributes for both types of interactions.

Figure 1. At a Glance: Strategic Versus Tactical Interactions



Tactical-level relationships are prevalent throughout jurisdictions and often occur organically in response to identified problems. These relationships are essential to every agency's operations and play an important role not only in problem-solving activities, but also in how the agency defines and interacts with this important segment of the community. This project seeks to encourage and facilitate public/private partnerships *beyond* the tactical, transactional level to the strategic level of Chief/CSO, peer-to-peer level. Critical incidents themselves should not be the starting point for such relationships, but rather partnerships should be in place to set the tone for mutual response in times of urgent need or crisis.



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Public/Private Partnership Project

"To foster a greater mutual understanding and strengthen relationships, trust, and capacity throughout the United States and Canada between local law enforcement leaders and corporate security officers."

- *Public/Private Partnership Advisory Board Mission Statement*

Public/Private Advisory Board: Convening MCCA and the Private Sector



Local law enforcement and its corporate counterparts have both great access and opportunity to identify current public safety threats as well as the current state of practice in public/private security partnerships designed to anticipate and respond to those threats. In October 2018, MCCA convened the **Public/Private Partnership Advisory Board** (Advisory Board), co-chaired by Chief Charles Bordeleau, Ottawa Police Service (retired), and Chief Brian Manley, Austin Police Department. The board is composed of representatives from MCCA agencies, CSOs from a variety of industries, the DSAC, and the DSP. The purpose was to gather some of the Nation's leading subject experts to discuss the value of peer-to-peer chief/CSO relationships and to identify a framework to assist MCCA agencies and their corporate counterparts in establishing or enhancing these efforts. Convening these practitioner experts to address this common agenda provided a rare opportunity to help establish and evaluate challenges, opportunities, and promising practices that could be shared throughout the MCCA membership.⁵



Public/Private Advisory Board Meeting.
October 2018, MCCA Fall Meeting.

⁵ MCCA agencies represented: Austin, Mesa, Ottawa, Seattle, Tampa, and Wichita; CSO representatives from: Boeing, Brekke Consulting, Disney, Deloitte, General Mills, Marriott, Target, Thomson Reuters, United Airlines, and Verizon. Please refer to Acknowledgements on page 17.



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Figure 2 provides a brief summary of some of the key points the Advisory Board identified concerning the current state of public/private partnerships.

Figure 2. Gaps and Opportunities in Current State of Public/Private Partnerships

Building Local Law Enforcement Capacity	There is both need and opportunity for building capacity between corporate security officers and the local law enforcement community; currently, a “missing piece” is local law enforcement participation in this area.
Enhancing Strategic Relationships	Although there may be regular communication and collaboration on a tactical level, expanding opportunities for strategic relationships between CSOs and local law enforcement will help support the goals of both sectors.
Expanding Intelligence Gathering	The capacity of both the CSO and local law enforcement sectors can be enhanced so that each acts as “eyes and ears” for the other; this is particularly desirable in high-profile critical events.
Holistic Approach to Critical Events	Relationships should not be established only in reaction to critical events; there should be proactive planning and collaboration.
Critical, Scalable Elements	Critical elements of successful collaborations can be identified and vetted by both CSOs and the MCCA and then scaled and tailored for specific jurisdictions.
Defining Success	There are opportunities for small and large successes across jurisdictions and sectors; goals and capabilities can be mapped and value propositions defined in a “roadmap” that articulates the parameters of a successful and sustainable CSO/local law enforcement collaboration that can be scaled and tailored to meet local priorities.



“Key Ingredients” to Successful Partnerships

The Advisory Board identified six “key ingredients” for effective partnerships, as illustrated in Figure 3. The purpose of identifying these ingredients is to assist chiefs and CSOs in identifying the essential elements of any successful partnership, while allowing customization for the needs and goals of respective jurisdictions. In developing partnerships built on these tenets, chiefs can connect with their CSO counterparts to build camaraderie, foster trusting and resilient relationships, and address security topics of shared concern.

Figure 3. Key Ingredients Identified by the Advisory Board



“Partnerships between public and private parties that have been nurtured over time are force multipliers in helping manage security in a community. Target is committed to fostering law enforcement partnerships with local chiefs and sheriffs on the forefront of public safety to help achieve our mutual public safety goals and develop solutions, respond to incidents, and keep our communities safe together.”

- **Mark Krause, Senior Director of Corporate Security y—Target**







Table 1 lists the six key ingredients along with discussion points that chiefs and CSOs can use to help customize an approach for enhancing strategic relationships that works for their respective jurisdictions. These points can be included on an agenda and workshopped to help develop a framework for establishing or enhancing strategic, peer-to-peer interactions.

For an agency that seeks to establish new relationships with its corporate community, it may be helpful to review the case study on the Twin Cities Security Partnership (TCSP) on page 10. This provides an example of “what” can be established and “how” it can be established. The TCSP is recognized throughout the CSO community as a model that can be scaled, customized, and replicated according to a jurisdiction’s goals.⁶ For those seeking to enhance existing relationships, these points can serve to encourage further discussion between chiefs and CSOs.

⁶ This was the overarching sentiment of the corporate members of the Advisory Board.



Table 1: Key Ingredients and Discussion Points

	<i>Key Ingredients for Executive-Level Partnerships</i>
	<i>Executive Buy-In and Participation</i>
	Is the peer-to-peer, chief/CSO relationship prioritized?
	Are decision makers actively leading the effort?
	Does the chief's executive command distinguish "strategic" from "tactical" corporate interactions?
	Is the chief the convening chairperson?
	<i>Membership Composition</i>
	Who is at the table, and why? How were they initially engaged? Does one corporate entity have multiple representatives?
	Are there eligibility criteria?
	What is the process for adding new members?
	It's not about the numbers, but "how big" is too big?
	Are there subcommittees, or an executive working group/board?
	<i>Shared Goals</i>
	How would you design your mission statement?
	How did you go about understanding each other's priorities and establishing shared goals?
	How important is it to create a formal document that articulates your shared goals?
	Is the current collaboration used to look for other synergies, opportunities for collaboration, or support?
	Are you looking for both local and global synergies?
	<i>Cadence</i>
	What is your regular meeting cadence and how do you ensure you don't reach a point of "meeting exhaustion?"
	Are meetings highly structured?
	How are agendas set?
	Are items voted upon, and are there any formal rules of order?
	Who staffs the partnership, and how is he/she funded?
	<i>Resiliency</i>
	How do you maintain points of contact and keep partnerships going in times of personnel transition?
	How do you maintain prioritization with new leaders?
	What staff support is needed to keep the partnership on track and drive the agenda forward?
	<i>Longevity</i>
	What written documents can help memorialize roles, responsibilities, expectations?
	How can you define quantitative and qualitative measures to evaluate the partnership's success?
	How can the partnership become self-sustaining?



Starting Point: Self-Assessment

All local law enforcement agencies interact with the private sector on an everyday basis, and it is important to understand the nature and extent of these interactions before determining next steps in establishing or enhancing collaborative opportunities. Agencies should look within their operations and create an inventory, however formal or informal, of how they interact with the private sector. This may include activities from a variety of operational units or personnel associated with routine or emergent issues; standing working groups that plan, problem solve, and share information at a routine frequency; community engagement initiatives; partnerships or programs that involve other municipal agencies and elected officials; and routine engagement of chiefs and their executive command at the executive level. At any given time, agencies will have numerous interactions that serve a variety of purposes with much occurring organically in response to specific problems. Although it may not always be possible to neatly distinguish between tactical and strategic activities, understanding the general landscape and attempting to differentiate these through self-assessment will provide an important starting point for establishing or enhancing strategic engagements with the private sector. Figure 3 presents simple steps and discussion points designed to assist agencies in creating a baseline for planning and implementing strategies to establish or enhance strategic engagement with the private sector.

Figure 3. Self-Assessment Steps

01	Step 1: Perform an Internal Inventory <i>Perform an inventory of your agency's interactions with the private sector and answer the question: How would you distinguish your current operations as "strategic" or "tactical"? While this project focuses on enhancing strategic relationships, it is important to have a comprehensive analysis of your current operations. Why? Situational awareness is important, as CSOs may have additional footprints within your community. Also, you will need to be able to communicate the differences among your personnel, as, in practice, lines are not always as well defined.</i>
02	Step 2: Perform an External Inventory <i>Identify whether there are any corporate headquarters within your jurisdiction. If not headquarters, are there corporations with a large footprint? Look at Step 1: how do your personnel interact with them?</i>
03	Step 3: Evaluate Executive-level Interactions <i>Does the chief have a direct relationship with corporations identified in step 2? How often do they interact? What is the nature of the interactions?</i>
04	Step 4: Evaluate Previous Incidents <i>Identify whether there are any past incidents that would have benefitted from higher-level interactions with the private sector.</i>
05	Step 5: Brainstorm Future Opportunities <i>Discuss how discussion, planning, and preparation with the private sector regarding public safety issues might help mitigate potential future critical incidents?</i>



Building a Framework for Collaboration

The self-assessment acts as an inventory that a chief can use as a starting point to plan for developing a framework for collaboration with the private sector. With the inventory in hand, the chief gains a clear picture of current operations and initiatives between his or her executive office and personnel and corporations within the jurisdiction. Now what? Does the chief pick up the phone and call ABC Corporation to set up a “get to know you” meeting? How many corporations should he or she reach out to? What will be on the agenda, if not a particular “thing” that requires action? Should the district commanders be at a meeting? Will there be an “ask?” It may be helpful to once again turn to the TCSP as a starting point and to think about the most effective way of identifying and convening a core group of participants. The chief can act as convener to get the ball rolling, and then this body of local experts can determine together next steps.

The following points, generated by Advisory Board members, are meant to help the chief and CSOs begin to think about next steps in building a framework for future collaboration.

- 1) The chief may consider getting the ball rolling by reaching out to corporate entities with an invitation that explains the what/where/when/why/how. The first agenda can include items from the agency’s internal inventory and a request for the same from the corporate entities.
- 2) Keep in mind that it is not one corporation engaging with a police department and not one police department engaging with a corporation: there are economies of scale and efficiencies in bringing more “players” into the conversation and having a venue for that conversation.
- 3) Don’t underestimate your ability to leverage the strengths of partners: everyone can bring something to the table, and everyone is an equal partner. Define those strengths. Relationships can act as a force multiplier with partners committed to making something work.
- 4) Consider starting with a smaller group and expanding iteratively. Who is at the table depends on the goals, and the goals can change over time, but it is important that decision makers are consistently at the table.
- 5) Don’t wait for a critical incident to build strong partnerships. Effective strategic partnerships take work and are built on foundations established before a critical incident.
- 6) Consider creating a routine: get something on the agenda, something routine and predictable, and commit to it. Find a venue where people can meet face-to-face and don’t rely on phone calls.
- 7) Find your own scope and scale; these are unique across jurisdictions. Everything has its own feel, but, universally, simplicity may lead to sustainability.
- 8) Consider using the key ingredients as conversation starters to build the infrastructure of your partnership.
- 9) Make sure to define success at the front end and commit to regularly evaluating your progress.



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“During critical incidents, most interactions are with state, local, and federal partners. In the March 2018 serial bombing incident, we needed to contact Home Depot to access the video of the suspect buying the bomb materials and FedEx for information on how the materials were transported. Having those direct links, especially during critical incidents, is essential.”

- Chief Brian Manley—Austin Police Department

Case Study: Twin Cities Security Partnership



In its own words, the Twin Cities Security Partnership (TCSP) is a “public/private partnership for a safer, stronger Twin Cities community.” Its Mission Statement reads:

Each of our strategic partners possesses specific resources, connections, information and expertise. When we work together, sharing our skills and resources, the collective impact is tremendous; and, validates that partnerships really do work in delivering safe work places, streets and communities.⁷



The TCSP created a framework that localizes what is occurring at the national level between corporations and federal agencies, such as is seen with the DSAC. It is intentionally simple and exists to provide the opportunity to create and sustain effective relationships between law enforcement and corporate security decision makers within the Twin Cities community. Having started more than a decade ago, it is an example of a longstanding model for executive-level public/private partnerships that has evolved over time into a deeply rooted entity that has served the Twin Cities community in both day-to-day activities and when the community has been faced with critical incidents such as the bridge collapse in 2007.

Led by the FBI, the TCSP is composed of federal, state, local, and corporate partners. Its bylaws outline the composition of the general membership, the Executive Board, and chairpersons. Members must meet one of the four criteria: security practitioner, supplier of security services, law enforcement official, or critical infrastructure official. In each of these criteria, potential members must be at the executive level, either as a senior security official or top-ranking law enforcement official. Members are required to attend one semi-annual meeting, participate in informal surveys, and abide by TCSP bylaws. The Executive Board sets the TCSP's agenda and is made up of the FBI Special Agent in Charge, one Sheriff in the Twin Cities metro area, two Police Chiefs in the Twin Cities metro area, one Target senior security official, and four private sector senior security officials of Fortune 500 or Forbes largest companies in the Twin Cities metro area. Minneapolis Police Chief Arradondo is a member of the Executive Board.⁸

The TCSP convenes two or three summits per year and sets agendas that appeal to its entire membership. It hosts speakers and trainers around forward-focused topics that have broad applicability, such as cybersecurity and risk management, with the overarching goal of creating the opportunity for peers to network and exchange ideas- the peers that inevitably will be responsible for responding to critical events should they occur. The TCSP stresses the importance of developing these relationships before critical events occur, and the TCSP provides the forum for that to happen.

The TCSP has developed into an entity focused on developing strategic, longstanding relationships among executives. It has been deliberate in not “over complicating” its mission and how it engages with its members and stresses the importance of building relationships. It strives to help achieve a safe and secure environment by sustaining relationships, improving information sharing, and leveraging resources.

⁷ <https://securitypartnership.org/>

⁸ TCSP Bylaws, January 2019.



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Table 1: TCSP Advice on Operationalizing the Key Ingredients

Key Ingredients	Points to Consider
Executive Buy-in and Participation	<ul style="list-style-type: none">• Get beyond the tactical—talk about global issues, such as what you may be facing 1 year from now, or 2.• Ensure decision makers are at the table, those who can act expediently.• Have these relationships intact in case of adverse event.
Membership Composition	<ul style="list-style-type: none">• Get CSOs and law enforcement from the larger community together.• Create an Executive Board to set the agenda.• Figure out the core partners to be involved.
Shared Goals	<ul style="list-style-type: none">• Get CSOs and law enforcement from the larger community together.• Create an Executive Board to set the agenda.• Figure out the core partners to be involved.• Make the meetings useful and by creating agenda items of mutual interest, such as cybersecurity, risk management, and counterterrorism.• Identify goals and benefits of having close relationships with each other, and these may be different industry to industry.• Expand or contract the scope, as required.• Don't overthink it: focus on networks and leveraging.
Cadence	<ul style="list-style-type: none">• Execute the charge to pull people together and connect.• Apply more energy earlier until relationships are formed.• Hold fewer meetings to avoid fatigue, such as two meetings per year.• Create a framework to do what you need to do.• Make the cadence intentional and deliberate, not ad hoc.• Hold two summits this year: each a forum to discuss timely issues, educate members on issues, provide a catalyst for greater engagement among members.
Resiliency	<ul style="list-style-type: none">• Rotate the responsibility of leading the effort.• Find a career person to staff the effort; this can be an ancillary responsibility of his or her duties.
Longevity	<ul style="list-style-type: none">• Maintain the commitment of decision makers.• Consistently reinforce longevity as a goal.

"When the Boston bombing occurred, the Target parking lot became the command center and we were able to rely on Target's human and capital resources as if they were an extension of our force. This worked seamlessly because the Target top security official and I were well acquainted and had worked closely before the incident. Developing and fostering private-sector relationships is vital on a daily basis to help keep communities safe. It is an important piece of critical incident planning and it is essential to invest in those relationships before critical incidents occur and every second counts."

- Commissioner William Gross—Boston Police Department



Conclusion

A primary takeaway from the Public/Private Partnership Project is that substantial, productive, real relationships are possible between local law enforcement executives and their private sector counterparts. Essential to any success is that partnerships are fundamentally rooted in shared goals and commitment. When the right people come together in one place, they can leverage each other's strengths, create force multipliers, and establish a strong foundation that will ensure trust, deliver resources, forecast threats, and be expedient in daily activities and when critical events occur. The key ingredients outlined in this project can assist in developing a framework to support these relationships. Perhaps the most important takeaway, however, is that there is much to be gained by taking the first, or next, step in strengthening your public/private relationships.

Expanding your team to include these important private sector members of your community will add value to your operations in preparing for and responding to problems while also creating a venue for dialogue concerning other issues with which all MCCA agencies grapple. In the MCCA's *Violent Crime Reduction Operations Guide*, private sector partnerships were identified as an important component of any crime-fighting strategy. As an agency orients its strategy and operations around violent crime, it can use its private sector relationships to help message its goals and strategies and illustrate the importance of public safety to economic development and neighborhood stability.⁹ MCCA's *Critical Issues for Intelligence Commanders* series recommends establishing a formal private sector outreach program and stresses the importance of educating, training, and informing private sector partners. From an operational perspective, it suggests that agencies find opportunities for real-time and critical information sharing and embed private security analysts in police agency intelligence commander operations.¹⁰ Beyond these examples, agencies can rely on their private sector partners to collaborate on many topics within administration and operations, such as training, human resources, recruitment strategies, communications, and technology. When the public and private sectors develop strong, resilient relationships built around a shared commitment to each other and their community, strengths are leveraged and true co-production of public safety solutions can occur.

Additional Resources

Operation Cooperation: Guidelines for Partnerships Between Law Enforcement and Private Security Organizations

This report from the BJA provides an overview of public/private cooperation, examples of programs, guidance on elements of success, and resources to get started building partnerships between law enforcement and private security organizations.

- Publication Date: 2000
- Author(s): Institute for Law and Justice and the Hallcrest Division of Science Applications International Corporation
- http://www.ilj.org/publications/docs/Operation_Cooperation.pdf

National Policy Summit: Building Private Security/Public Policing Partnerships to Prevent and Respond to Terrorism and Public Disorder

This International Association of Chiefs of Police (IACP) publication reports on a meeting of leaders in law enforcement and private security to discuss public/private cooperation and details specific recommendations.

- Publication Date: 2004
- Author(s): Ohlhausen Research, Inc.
- <https://ric-zai-inc.com/Publications/cops-w0704-pub.pdf>

⁹ Major Cities Chiefs Association. 2018. Flynn, Edward A., and Leslie C. Silletti. *Violent Crime Reduction Operations Guide*.

¹⁰ Major Cities Chiefs Association. 2018. Richardson, Tara. *Critical Issues for Intelligence Commanders: Preventing Terrorism and Targeted Violence and Maintaining Access to Digital Evidence*.



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Engaging the Private Sector to Promote Homeland Security: Law Enforcement-Private Security Partnerships

This report from the BJA makes the case that to effectively protect the nation's infrastructure, law enforcement and private security must work collaboratively because neither possesses the necessary resources to do so alone. The report outlines the issues, obstacles, and steps necessary to accomplish effective partnerships.

- Publication Date: September 2005
- Author(s): The Post-9/11 Policing Project is the work of the IACP, National Sheriffs' Association (NSA), National Organization of Black Law Enforcement Executives (NOBLE), MCCA, and Police Foundation.
- <https://www.ncjrs.gov/pdffiles1/bja/210678.pdf>

Protecting Your Community from Terrorism, Volume 5: Partnerships to Promote Homeland Security

Community policing should be a key component of the Nation's homeland security efforts. That is just one of more than 40 recommendations found in Partnerships to Promote Homeland Security. This document, Volume 5 in the series, examines issues of notification, general threat warnings, intelligence and data sharing, community policing principles, how resources should be spent, issues of trust, and much more. It briefly outlines local and state enforcement responsibilities, as well as several examples of homeland security collaborations, and it clarifies the challenges law enforcement faces in addressing the threat of terrorism while continuing to handle traditional crimes.

- Publication Date: 11/01/2005
- Author(s): Heather J. Davies, Martha R. Plotkin
- <https://ric-zai-inc.com/Publications/cops-w0171-pub.pdf>

Operation Partnership: Trends and Practices in Law Enforcement and Private Security Collaboration

This publication is intended to help law enforcement and private security organizations develop and operate effective partnerships to address issues of mutual concern. It provides guidelines and analysis that are supplemented with examples from partnerships throughout the Nation of trends, innovative practices, obstacles, lessons learned, and results. These partnerships were formed or expanded to address a range of critical policing and private sector needs, including preparing for and preventing terrorism, supporting neighborhood and downtown revitalization efforts, combating financial crimes, improving security at special events, improving security for the Nation's critical infrastructure, and bringing community policing strategies to bear on crimes against businesses and the community.

- Publication Date: August 2009
- Author(s): The Law Enforcement-Private Security Consortium
- <https://ric-zai-inc.com/Publications/cops-p169-pub.pdf>

Reaching Out to the Private Sector: Building Partnerships and Managing Your Workforce

As community needs and environments change, law enforcement executives and managers must learn how to make strategic, effective decisions about their organization. This lively and conversational book compiles suggestions and solutions from top criminal justice leaders and Fortune 500 executives on the topics of recruitment and retention, organizational transformation, and leadership development. Moreover, it includes a guide on how to approach a potential corporate partner successfully.

- Publication Date: 10/22/2010
- Author(s): United States Department of Justice, Community Oriented Policing Services
- <https://ric-zai-inc.com/Publications/cops-p193-pub.pdf>



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Essentials for Leaders: Trends and Practices in Law Enforcement and Private Security Collaborations

This publication is intended to help law enforcement and private security organizations develop and operate effective partnerships to address issues of mutual concern. It provides guidelines and analysis that are supplemented with examples from partnerships throughout the Nation of trends, innovative practices, obstacles, lessons learned, and results. These partnerships were formed or expanded to address a range of critical policing and private sector needs, including: preparing for and preventing terrorism, supporting neighborhood and downtown revitalization efforts, combating financial crimes, improving security at special events, improving security for the Nation's critical infrastructure, and bringing community policing strategies to bear on crimes against businesses and the community.

- Publication Date: February 24, 2012
- Author(s): United States Department of Justice, Community Oriented Policing Services
- <https://ric-zai-inc.com/Publications/cops-w0705-pub.pdf>

Crisis Management Strategies: Fostering Communication Between the Public and Private Sectors

Major events such as terrorist attacks and weather catastrophes over the last decade have illustrated the need for the public sector to engage the private sector. By adopting a whole community approach to emergency management, beginning at the core levels with citizen personal preparedness and engaging the private sector, non-governmental organizations, educational institutions, faith-based organizations, volunteer organizations, and the public sector, we become holistically organized as a nation. This publication discusses three ways to adopt a whole community approach to emergency management: fusion centers, Regional Consortium Coordinating Councils, and Business Emergency Operations Centers. The primary goal of this publication is to examine efficient communications between the private sector and law enforcement community.

- Publication Date: July 23, 2012
- Author(s): Ricky D. Tompkins, Melodie A. Marcks
- <https://ric-zai-inc.com/Publications/cops-w0193-pub.pdf>

New Perspectives in Policing: Managing the Boundary Between Public and Private Policing

This report from the Harvard Kennedy School offers a discussion of the critical issues related to managing the boundary between public and private policing. The report makes the assertions that it is no longer possible to ignore the pervasiveness of private policing arrangements and that being for or against private policing is not helpful because there are varied and complex issues at stake. In addition, the report claims that the interests of private policing will likely never fully align with public policing, and that public policing can play a crucial role in influencing future private/public security arrangements. The paper also provides recommendations for public police on how to work in partnership with private police and how to meet the goals of public policing in this new private/public policing landscape.

- Publication Date: October 13, 2014
- Author(s): Malcolm K. Sparrow, Ph.D.
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Toolkit: Self-Assessment Toolkit

	<i>Self-Assessment Steps</i>	
Step 1	<i>Perform an Internal Inventory</i>	
	How would you distinguish your current operations as “strategic” or “tactical”?	
Step 2	<i>Perform an External Inventory</i>	
	Identify whether there are any corporate headquarters within your jurisdiction. If not headquarters, are there corporations with a large footprint? Look at Step 1: how do your personnel interact with them?	
Step 3	<i>Evaluate Executive-level Interactions</i>	
	Does the chief have a direct relationship with corporations identified in Step 2? How often do they interact? What is the nature of the interactions?	
Step 4	<i>Evaluate Previous Incidents</i>	
	Identify whether there are any past incidents that would have benefitted from higher-level interactions with the private sector.	
Step 5	<i>Brainstorm Future Opportunities</i>	
	Discuss how discussion, planning, and preparation with the private sector concerning public safety issues might help mitigate potential future critical incidents?	



Toolkit: Key Ingredients Checklist

	Key Ingredients for Executive-level Partnerships	
	Executive Buy-in and Participation	
	Is the peer-to-peer, chief/CSO relationship prioritized?	
	Are decision makers actively leading the effort?	
	Does the chief's executive command distinguish "strategic" from "tactical" corporate interactions?	
	Is the chief the convening chairperson?	
	Membership Composition	
	Who is at the table, and why? How were they initially engaged? Does one corporate entity have multiple representatives?	
	Are there eligibility criteria?	
	What is the process for adding new members?	
	It's not about the numbers, but "how big" is too big?	
	Are there subcommittees or an executive working group/board?	
	Shared Goals	
	How would you design your mission statement?	
	How did you go about understanding each other's priorities and establishing shared goals?	
	How important is it to create a formal document that articulates your shared goals?	
	Is the current collaboration used to look for other synergies, opportunities for collaboration, or support?	
	Are you looking for both local and global synergies?	
	Cadence	
	What is your regular meeting cadence and how do you ensure you don't reach a point of "meeting exhaustion?"	
	Are meetings highly structured?	
	How are agendas set?	
	Are items voted upon, and are there any formal rules of order?	
	Who staffs the partnership, and how is he/she funded?	
	Resiliency	
	How do you maintain points of contact and keep partnerships going in times of personnel transition?	
	How do you maintain prioritization with new leaders?	
	What staff support is needed to keep the partnership on track and drive the agenda forward?	
	Longevity	
	What written documents can help document roles, responsibilities, and expectations?	
	How can you define quantitative and qualitative measures to evaluate the partnership's success?	
	How can the partnership become self-sustaining?	



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