

# **Operation Cooperation**

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## Partnership Profiles

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**By  
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# Introduction

This document supports Operation Cooperation, a major national initiative to encourage partnerships between law enforcement and private security professionals. As part of the research for Operation Cooperation, the Institute for Law and Justice and Science Applications International Corporation identified more than 80 public–private partnerships across the nation. This document presents profiles of the 15 selected collaborative organizations at which the authors conducted site visits. Represented are 12 successful collaborations of various types, plus insights into three troubled partnerships.

Funded by the Bureau of Justice Assistance of the U.S. Department of Justice, Operation Cooperation also produced a partnership guidelines document, a video, and a literature review. To obtain any of those products, please contact the following:

- [www.ojp.usdoj.gov/bja](http://www.ojp.usdoj.gov/bja)
- [www.ilj.org](http://www.ilj.org)
- [www.asisonline.org](http://www.asisonline.org)
- [www.theiacp.org/pubinfo/pubs/pslc.index.html](http://www.theiacp.org/pubinfo/pubs/pslc.index.html)

# Local and Regional Programs

## **Austin, Texas: Austin Metro High Tech Foundation**

### ***Formation***

Austin, Texas—home to a fast-growing computer-chip industry—has combined private security and public law enforcement resources in a cooperative effort to combat high-technology theft.

In 1994, security managers at seven high-tech companies recognized a need to reverse the trend of a growing high-tech crime problem. They also wanted to establish a cooperative environment among themselves and with law enforcement to facilitate a joint effort. It was important that everyone trust each other so that information regarding the crime problem could be discussed openly.

The planning stage lasted nine months. Two main efforts grew out of that planning. First, private security and public law enforcement officials developed a plan for a High Tech Crime Unit in the Austin Police Department. The police chief and her staff approved the plan, and the unit was announced to the public at a press conference in February 1995. Second, industry officials moved quickly to form the Austin Metro High Tech Foundation, which would support the new police unit.

### ***Organization and Membership***

Industry officials created the foundation as a nonprofit organization with formal bylaws and an advisory board of no less than five members. The foundation's mission is to develop and maintain a public-private partnership to support a high-tech crime police investigation unit. Member companies include Applied Materials, Advanced Micro Devices, Chubb Security Systems, Dell Computer, International Business Machines, Lockheed Martin, Motorola, National Instruments, Samsung, and XeTel. Member companies choosing to place a representative on the foundation's board of directors make an initial contribution of \$10,000 and an annual contribution of \$2,500. Non-voting memberships are also available and are substantially less expensive.

### ***Activities and Accomplishments***

1. **Funding of Police Unit.** To assist the Austin Police Department's High-Tech Crime Unit, the foundation funds officer training, pagers, computers, software, and items for sting operations. It also pays travel costs for some police investigations. As of 1998, four members of the Austin Police Department were assigned to the unit. The unit is not restricted to cases for foundation members.
2. **Informational Meetings.** The foundation holds meetings attended by representatives of member companies and the Austin Police Department. In addition, the FBI, Travis County Sheriff's Department, and other federal and county departments sometimes attend meetings and assist in investigations.

## **Dallas, Texas: Law Enforcement and Private Security (LEAPS)**

### ***Formation***

First developed by Dallas Deputy Chief John Driscoll around 1983, LEAPS operated for several years but then fell dormant when its original leaders and supporters left the department. LEAPS was resuscitated by Chief Ben Click around 1993.

### ***Organization and Membership***

The chief has assigned a corporal as the LEAPS program coordinator, his primary assignment in the department. That is considered one of the main reasons for the program's success. The corporal facilitates the steering committee's monthly meetings and training programs.

LEAPS has a steering committee and formal by-laws, but no legal or corporate status. It relies on the police department for its standing in the community. LEAPS members feel that incorporating would help institutionalize the program and be a boon to fundraising efforts. Lack of an operating budget also hinders the program.

LEAPS guidelines call for the steering committee to contain Dallas police members and from one to three private security members from each of the following sectors: utilities, hospitals, alarm companies, financial institutions, industry, private investigation, contract security, hotels, and retail. Ongoing work is assigned to the attendance, communications, program, and criminal information network subcommittees.

### ***Activities and Accomplishments***

1. **Security Officer Training.** Once a month, police or (trainers chosen by them) train security officers on topics of interest to both police and security officers, such as protecting crime scenes. The training takes place at police substations. Attendance by security officers is voluntary, but when they complete five sessions, they are given LEAPS patches to wear on their uniforms. The training gives security officers increased status and assures police officers responding to security incidents that security officers have received a certain level of training. The training sessions also provide opportunities for security and police officers to get to know each other. From March 1997 to April 1998, 25 classes were held, representing 2,500 person-hours of instruction.
2. **Police Officer Training.** LEAPS produced a short video that explains the program and its benefits to private security and law enforcement. The video begins with a reenactment of a burglar being apprehended by a security officer and turned over to a Dallas police officer. It is shown at police roll call and recruit training and at meetings of community groups. In addition, a police representative and a LEAPS steering committee member delivered a one-hour presentation on LEAPS at the Dallas Police Academy. Attendees were crime prevention personnel from local police departments.

3. **Special-Interest Relationship Building.** Corporate security executives expressed an interest in developing a better relationship with the police department's Criminal Investigation Division. As a result, in 1998 LEAPS held a meeting between senior CID staff and managers and investigators from corporate and contract security. Over 50 persons attended.
4. **Fax Net 1 Information Service.** Fax Net 1 was introduced by the chief, who was aware of a similar program in a previous jurisdiction in which he served. The service provides an avenue for rapid dissemination of crime information between public and private agencies. However, LEAP members were lukewarm in their appraisal of the program's actual benefits. Nevertheless, Fax Net 1 served as an early vehicle for promoting LEAPS in the security community.
5. **Publicity.** LEAPS activities are chronicled in the police department's officer training and crime prevention newsletters, along with the newsletters of local private-sector organizations. Also, LEAPS members offer to speak about the program to local professional and trade groups, and the organization has put together an exhibit booth for display at trade shows.

LEAPS fits well with the police department's philosophy of community policing. Law enforcement and private security are now working together more closely and in a more trusting and relaxed atmosphere. The training of security officers in police substations especially has improved professional relations between the two groups. The program has been a successful way for the Dallas Police Department to enlist the support of the private sector, which has five times as many personnel in the Dallas area as the police department does.

LEAPS members express concern over finding ways to institutionalize the program so that it can continue if it should lose its major proponents in the Dallas Police Department. Currently, Dallas is the only police department in the area involved in the program. Because LEAPS does not have its own budget, its continued existence depends entirely on the police department.



## **Miami, Florida: Association for Security Administration Professionals (ASAP)**

### ***Formation***

ASAP was founded in 1993 by a small group of Miami-area security professionals. Its mission is to promote cooperation between public law enforcement, private security professionals, and area businesses to enhance public safety and improve the quality of life for local residents and tourists.

### ***Organization and Membership***

ASAP is a non-profit organization to which more than 60 security and law enforcement managers belong.

### ***Activities and Accomplishments***

ASAP provides a central point for discussing problems, sharing information, developing strategies, and attaining objectives.

ASAP's projects and programs are these:

1. **Monthly Meetings.** At these meetings, law enforcement and private security practitioners exchange crime trend information. Guest speakers address current issues and developments. Security and law enforcement plan together for upcoming events and conventions.
2. **Security Communications Assistance Network (SCAN).** This downtown Miami program puts members in touch with local police by two-way radio. SCAN has attracted national and international attention as a means to improve security and public safety.

The number of private security officers downtown is estimated to be 10 times that of police officers. In a sense, SCAN adds hundreds of eyes and ears to the police force. Security officers are visible, trained to handle minor public safety violations, and posted where they can observe the public. With SCAN, they can report crimes and emergencies quickly. SCAN participants are required to assist in the prosecution of persons arrested as a result of radio calls they initiated. Police monitor the SCAN radio frequency 24 hours a day. As SCAN expands across the city, a user group is planned, and a monthly charge of \$30 per participant will be levied to cover the use and maintenance of the repeater for the radio system.

3. **Tourists Lock-Up Criminals (TLC).** This program works with the Dade County State Attorney's Office to bring victims and witnesses in crimes against tourists back to testify.

4. **Crime Hotel Alert Team (CHAT).** This fax alert program with the Greater Miami and Beaches Hotel Association disseminates crime, scam, or seminar information to all area members.
5. **South Florida Safety & Security Conference.** This annual safety and security conference and trade show features nationally known speakers and vendors.
6. **Florida Department of State, Division of Licensing.** Division representatives attend all ASAP meetings to provide updates and exchange information concerning state licensing of the security industry.
7. **Speaker's Bureau.** Law enforcement and security professionals with expertise in various topics volunteer to speak to groups, agencies, and conventions.

These are the benefits of ASAP so far:

- Closer working relationship between law enforcement and security
- Closer working relationship with the state attorney's office
- Better exchange of crime information
- Educational sessions
- Publications
- Decrease in crime
- Increase in tourism

## **New York, New York: Area Police/Private Security Liaison**

### ***Formation***

In 1986, following meetings between high-ranking commanders of the New York City Police Department (NYPD) and prominent security directors in the city, the Area Police/Private Security Liaison (A.P.P.L.) was started in midtown Manhattan to enhance public-private cooperation in protecting people and property, to exchange information, and to help eliminate the credibility gap between police and private security.

### ***Organization and Membership***

A.P.P.L. started with about 30 private security organizations in three police precincts and had grown by 1990 to more than 350 security organizations employing 12,000 private security personnel in four A.P.P.L. programs: Midtown, Downtown, Uptown, and Downtown Brooklyn. The program is now citywide and includes more than 1,000 security organizations.

The chief executive of the NYPD is A.P.P.L.'s chair, and a staff officer in the chief's office is assigned to coordinate the program. A.P.P.L.'s executive committee consists of five senior security executives (representing both corporate and contract security).

A.P.P.L. is undoubtedly the largest local cooperative program between police and private security in the nation. Within New York City, there are some 70,000 private security personnel, a sizable number of whom are covered by the A.P.P.L. program.

### ***Activities and Accomplishments***

During the past few years, A.P.P.L. has undertaken at least 20 separate projects:

1. Monthly meetings at the precinct or area levels
2. Annual meetings (with more than 400 attendees), at which the speakers include the NYPD commissioner, chief of the NYPD, and the New York City FBI special agent-in-charge
3. Authorization for private security personnel in selective businesses to search for and lift fingerprints
4. Citywide inventory of private-sector placement of closed-circuit television to help the NYPD identify suspects in criminal investigations (this has helped solved several robberies and other serious crimes)
5. Specialized business crime squad in Midtown area to deal with computer thefts, pick-pockets, jewelry and other retail thefts, credit card theft and fraud, hotel and restaurant scams, and sting operations

6. Liaison with 29 business improvement districts (BIDs) throughout the city
7. Liaison (fax and some e-mail) with security committees of the hotel and hospitality association, the jeweler's association, the retail league, and the financial district
8. Special operation during holiday periods (Christmas, Thanksgiving, etc.) including dedicated telephone lines to the NYPD for larceny reports, beepers for hotel and store security supervision, and a field command post
9. Frequent provision of fax machines, computers, vehicles, radios, merchandise, and office space by businesses to NYPD to aid the department in crime prevention and investigations
10. Training for first-line security supervisors
11. Radio network for 800 doormen called Operation Interlock
12. Monitoring and sponsoring of security-related legislation
13. Inclusion of private security representatives in NYPD Command and Control Center during emergencies
14. Issuance of terrorism alerts to members during periods of heightened security
15. Periodic distribution of crime trend information and security alerts
16. Quarterly newsletter
17. ID cards for members
18. Awards and recognition for acts of merit by private security personnel
19. Training of police personnel about A.P.P.L.'s goals and objectives
20. Distribution of a roster of NYPD personnel involved with A.P.P.L., from executive committee members to precinct commanders

Despite A.P.P.L.'s numerous, ongoing projects and successes, some concerns exist:

- Working relationships between street cops and security guards and other operational security personnel are less than desirable.
- Communication tools, such as e-mail and person-to-person meetings, are not used enough.
- The program does not have enough money, computers, staff support, office space, or furnishings.

- The program is mainly “police driven.”

Key A.P.P.L. members feel the program needs the following:

- A.P.P.L. website
- More program input and direction by private security and business community
- Better member communications, preferably by e-mail
- Strengthened role for the executive committee

## **Northeast Florida: Law Enforcement and Private Security Council of Northeast Florida (LEPSCNF)**

### ***Formation***

Started in 1996 as the Law Enforcement and Private Security Council of St. Johns County (St. Augustine, Florida, area), this cooperative program was expanded in 1998 to cover the greater Jacksonville area, including several northeast Florida counties. Sheriff Neil Perry of St. Johns County, one of the founders and first president of the council, along with several area private security leaders, engaged FLETC to conduct Operation Partnership training in 1996 to help establish this formal cooperative program.

### ***Organization and Membership***

LEPSCNF has formal bylaws and elected officers. The council has published a “Vision 2000” statement and mission statement and has worked to develop written goals. The council has more than 30 members.

### ***Activities and Accomplishments***

The council holds six meetings annually and publishes a newsletter each quarter. During the past three years, the council has done the following:

1. Published and distributed a brochure describing the council
2. Produced and distributed a video depicting the leaders of, and programs begun by, the council
3. Presented training sessions for law enforcement and private security personnel on crime scene protection, search procedures, and hurricane preparedness
4. Monitored state-level regulation of alarm and other private security businesses and personnel
5. Developed emergency evacuation plans to coordinate the functions of private security, law enforcement, and other public safety agencies in cases of hurricane, fire, school violence, or other potential disasters
6. Coordinated radio communications for law enforcement and private security in emergencies
7. Shared information on retail thefts and other crime at retail malls

The program has several potential problems:

- Lack of funding

- Lack of volunteers to carry out projects
- Limited interest and participation by some regional law enforcement officials
- Difficulty in recruiting
- Need for innovative projects

Still, the council has received many inquiries about its formation and activities. Further, three to four other areas in Florida (such as Gainesville, Orlando, and Tampa) have expressed interest in police–private security partnership programs.

## Philadelphia, Pennsylvania: Center City District

### ***Formation***

Philadelphia's Center City District (CCD) is a formal business improvement district founded in 1991. It combines a police substation with a private security operation and a sanitation firm. CCD's motto is "Clean and Safe."

### ***Organization and Membership***

CCD performs law enforcement, security, and physical maintenance and improvement of the central portion of Philadelphia. In CCD, public and private employees share office space and work together closely. The major parties are as follows:

- **Police.** CCD overlaps two police districts in the city. About 60 officers from those districts are assigned to the substation located in CCD headquarters. That substation is commanded by a lieutenant with the assistance of four sergeants. CCD police officers patrol on foot and bicycle, supplementing the motor patrol provided by the existing police districts.
- **Community Service Representatives (CSRs).** CCD uses about 40 uniformed CSRs, who are managed by four supervisors. CSRs are a combination of concierge and security officer. They assist downtown visitors, employees, and employers; they collaborate with the police in crime prevention; and they are trained observers, able to serve as effective witnesses to crimes.
- **Sanitation Workers.** About 50 people clean sidewalks by machine and hand sweeping, employed by a cleaning contractor that is a part of CCD. They help keep the Center City area neat and present the impression of a clean, safe city.

CCD's activities are funded through a special tax levy on businesses located within its boundaries.

### ***Activities and Accomplishments***

CCD's major activities include these:

1. **Joint Roll Call.** CSRs attend the normal roll call briefings held by the police assigned to CCD. At those roll calls, CSRs are alerted to crime trends and developments. CSRs share a locker room with the police and work the same schedule.
2. **Joint Training.** CCD police help train the CSRs in self-defense and how to be a good witness.



3. **Eyes and Ears.** CSRs call the police whenever they observe a problem that requires police assistance. CSRs' radios contact the CSR communications center, which is adjacent to the police communications center, so communication is quick and fluid.
4. **Real-Time Information Sharing.** Once a week the CCD executive director chairs a meeting attended by the heads of the CSR program, personnel, marketing, and crime prevention, along with the commander of the CCD police substation. In addition, police at CCD receive crime reports directly from the two police districts in which CCD lies. CCD police then share those reports with CSR supervisors. Also, when police learn of concerns that are not within their purview (such as security concerns within an office building), they pass the information to CSRs, who may be able to help. Similarly, every citizen or business that contacts CCD receives a call back the same day.
5. **Foot and Bike Patrol.** CCD boasts about 14 bike patrol officers, who ride year round.
6. **Security and Crime Awareness Efforts.** CCD's director of crime prevention services conducts briefings and safety fairs at which she informs area employees, visitors, and residents about crime trends and good security practices, based in part on her interaction with the police. While she is out in the field, she also learns about crime developments from the people she is teaching, and passes that information back to the police. CCD has also established a regular crime prevention council of about 70 local, state, and federal law enforcement representatives and security representatives from banks, hospitals, universities, and major retailers.

CCD's major accomplishments include these:

1. **Improved Relationships.** The police formerly had a low opinion of private security officers, with whom they often conflicted throughout the city. Now the police and CSRs feel they have an efficient division of labor, and they get along well.
2. **Cross-Pollination.** CCD police find that operating in conjunction with a business can be refreshing. The collaboration has led to better crime prevention. The district has instituted crime mapping to plan deployment; installed 1,080 brighter street lights; mounted many map signs to help visitors find their way instead of becoming lost and victimized; placed security reminder stickers on parking meters (to remind people not to leave valuables in their cars); and focused attention on street dwellers and street vendors. Further, the security side of the collaboration has arranged training for police officers in some topics that police have not traditionally focused on, such as credit card fraud and counterfeit currency.
3. **Crime Drop.** From 1993 to 1997, serious crime in the Center City District has decreased 30 percent. A survey of employees who work in the district found that, in 1997, 67 percent felt safe most of the time or always, compared to only 59 percent in 1995.

The police commander feels optimistic about the collaboration. He brings in rookie officers so that the only experience they know will be one of collaborating with citizens, businesspeople, and the CSRs. Voters, too, must feel optimistic, as they recently authorized the CCD to continue for another 20 years.

## **Southfield, Michigan: Pooling Resources in Defense of our Environment (PRIDE)**

### ***Formation***

This program, sponsored by the Southfield Police Department, has been in operation since 1981.

### ***Organization and Membership***

Membership has steadily hovered between 125 and 150 businesses, including private security organizations. Several neighboring police departments also participate. A sergeant in the Southfield Police Department currently serves as the PRIDE coordinator.

### ***Activities and Accomplishments***

1. **Monthly Meetings.** PRIDE members meet once a month. Each meeting is organized by the police, focuses on a topic of interest to the business community, and is hosted by one or more of the member organizations. Approximately 35 members attend each meetings. There is no cost to the members except that they are expected to take a turn sponsoring a meeting.
2. **PRIDE Fax Network.** At least once each week the Southfield Police Department faxes important information to businesses. Topics include shoplifting, office theft, check forgery, street closures, or construction details. The fax network also provides a means for businesses to communicate non-emergency information to the police and each other.
3. **Training for Private Parking Enforcement Officers.** Southfield police train the private security officers who have been given the authority to enforce parking laws on private property. Violations involving handicapped parking areas, fire lanes, and traffic congestion are routinely handled by private security.

The program is currently operational.

# State and National Programs

## **California: High Technology Crime Advisory Committee**

### ***Formation***

Recently, the California legislature passed a bill formalizing, funding, and expanding a public–private collaborative effort that had been underway informally and unfunded for some time. In the mid-1990s, in an effort to combat high-tech crime, local, state, and federal law enforcement agencies had banded together in three regions of California: Sacramento, Silicon Valley, and Los Angeles/Orange County. Those regional task forces enlisted the advice and technical and financial support of local high-tech businesses and performed many successful investigations. However, the task forces could not readily collaborate with each other. The solution came in 1998 with the passage of California SB 1734, “High Technology Theft Apprehension and Prosecution Program.” That law established the High Technology Crime Advisory Committee, a state-level, public–private body tasked with developing and assisting regional, public–private, high-tech crime task forces.

### ***Organization and Membership***

The committee contains an equal number of public and private members. The public members are representatives of the California sheriffs’ association, police chiefs’ association, attorney general’s office, highway patrol, high-tech crime investigators’ association, office of criminal justice planning, and district attorneys’ association. The private members represent associations of computer hardware manufacturers, software publishers, cellular carriers, Internet-related companies, cable television providers, film producers, and telephone carriers. About half the private-sector representatives have security backgrounds.

### ***Activities and Accomplishments***

Public–private collaboration occurs on two levels. First, the advisory committee, a public–private body, developed a statewide strategy for combating high-tech crime. Second, the three regional task forces perform investigations and preventive activities through public–private cooperation. For example, high-tech businesses provide equipment and expertise in support of law enforcement efforts.

The High Technology Crime Advisory Committee has so far done the following:

1. Developed a statewide strategy for combating high-tech crime
2. Awarded \$435,000 grants to each of the existing regional task forces

The regional task forces constitute a large-scale anti-crime effort. For example, in 1996, even before it received state funding, the Sacramento Valley High-Tech Crime Task Force investigated over \$13 million in property losses, recovering more than two-thirds. It performed 98 original investigations, assisted in 25 others, and conducted 53 forensic investigations. Those successes were largely due to several strengths of the task force approach:

improved cooperation among different agencies, use of investigators who specialize in high technology, and a focus on long-term investigations.

The High Technology Crime Advisory Committee is now working on the development of a statewide high-tech crime database. In the future, the committee will work to increase the number of regional task forces, with a total of six most likely.

## **Federal Law Enforcement Training Center (FLETC): Operation Partnership**

### ***Formation***

In the 1980s and early 1990s, the Mobil Foundation provided financial support for two conferences of security and law enforcement professionals at FLETC's National Center for State, Local, and International Law Enforcement Training. The meetings were held to determine the feasibility of a training program called Operation Partnership and to develop curriculum for it. Operation Partnership is now a two- to three-day program, available through FLETC, that is designed to teach law enforcement and private security managers about methods and resources for building productive and cooperative relationships among their organizations.

### ***Activities and Accomplishments***

The purpose of Operation Partnership is to improve public safety, reduce crime, and prevent losses. Operation Partnership is, in essence, a “train the facilitator” course that teaches public police and private security managers to become advocates and facilitators for cooperative programs. The course does the following:

1. Clarifies similarities and differences between the missions of the police and private security
2. Provides examples of effective cooperative law enforcement–private security programs
3. Reviews strategies and processes for developing such partnerships
4. Identifies the skills needed to plan, implement, and evaluate those programs
5. Provides an overview of methods and techniques to establish and maintain a successful network of support

Operation Partnership training brings together jurisdictional teams of law enforcement and security managers. The teams work together to develop a cooperative police–private security plan for their city, county, or region. On returning to their communities, team members work together to refine their plans and implement specific cooperative programs.

FLETC has conducted Operation Partnership training for personnel from about 20 jurisdictions across the country.

## **Overseas Security Advisory Council (OSAC)**

### ***Formation***

OSAC, a joint venture between the U.S. Department of State's Bureau of Diplomatic Security (DS) and corporate America, was initiated in 1985 to foster interaction on overseas security problems of mutual concern. OSAC's goals are as follows:

- Establish a continuing liaison between security officials in both the private and public sectors.
- Provide for regular exchanges of information on developments in overseas security, including heavily attended annual briefings for OSAC's corporate security representatives at the State Department headquarters in Washington.
- Recommend methods for planning and implementing security programs abroad.
- Recommend methods for protecting the competitiveness of American businesses operating worldwide.

### ***Organization and Membership***

OSAC is guided by a council of 21 private sector and four public sector member organizations that represent specific industries or agencies that operate abroad. The guiding council meets quarterly and staffs committees tasked with specific projects, such as protecting business information.

Some 1,400 U.S. companies and organizations belong to OSAC. Individual participants are typically corporate chief executive officers and security directors.

### ***Activities and Accomplishments***

Major activities and accomplishments include these:

1. **Electronic Database (EDB).** This is the focal point for the exchange of information on security-related incidents and threats overseas between the Department of State and the private sector in the United States. It is accessible through an encrypted, password-protected website.
2. **Research and Information Support Center (RISC).** The RISC staff is assigned to geographic areas of the world, conducts research, and provides information on the EDB. DS provides "any enterprise incorporated in the United States doing business abroad" with timely, security-related, unclassified information via the EDB. U.S. firms supplement this input with voluntary submissions about security and crime incidents affecting their own or other U.S. operations overseas. Past submissions have covered



threats and attacks against U.S. personnel and property, thefts, kidnappings, other violent crimes, local unrest, and natural disasters.

3. **Country Councils.** Country councils in selected foreign cities implement the overseas portion of security information-sharing. Representatives of these councils and U.S. embassy security officers are developing working relationships to create a mechanism whereby pertinent, unclassified security information is exchanged in a timely fashion. In addition, the councils promote cooperation regarding other security issues of mutual concern.
4. **Committees.** OSAC has numerous topic-specific committees. The newest, the Committee on Transnational Crime, will be exploring ways of collecting and disseminating economic crime information of value to U.S. companies engaged in international business. The committees are reviewed annually and rotate or modify their goals as needed.
5. **Security Requirements Review.** OSAC has conducted extensive reviews of American private sector security requirements overseas. It concluded that U.S. business representatives need guidelines to cope with terrorist activity, violent crime, civil unrest, and other threats to their personnel, facilities, information, and technology.
6. **Publications and Videos.** OSAC's working committees have produced a number of publications. The Residential Security Committee produced "Security Guidelines for American Families Living Abroad," and the Committee on Emergency Management prepared "Emergency Planning Guidelines for American Businesses Abroad."

DS and the Committee for Security Education and Awareness produced a 20-minute video featuring actor Chevy Chase in the role of a DS special agent. Titled "Are You A-OK?" (an "alert overseas kid"), the video is directed at children from kindergarten through sixth grade and was the starting point for a worldwide educational program called the A-OK Club. The Committee also produced "Security Awareness Overseas—An Overview."

The OSAC Committee for Protection of Information produced "Guidelines for Protecting U.S. Business Information Overseas"; the Committee on Personal Safety wrote "Personal Security Guidelines for the American Business Traveler Overseas"; and the Committee for Security Education and Awareness produced "Security Guidelines for Children."

In addition, four OSAC security publications were made into pocket-sized versions or "Quick Security Guidelines" for easier distribution to U.S. employees. OSAC now has a comprehensive library of security guidelines with thousand of copies distributed to the American private sector doing business abroad.

OSAC continues to gather and disseminate security-related information, maintain a communication network, and expand its membership.

## **Virginia: Virginia Police and Private Security Alliance (VAPPSA)**

### ***Formation***

In December 1991, the Federal Law Enforcement Training Center, in conjunction with Mobil Corporation, conducted a seminar on police-private security joint initiatives at Mobil headquarters in Fairfax, Va. Combined teams of private sector and police representatives were invited from a number of communities across the country, including both Arlington and Fairfax counties in northern Virginia. Discussions by those two teams led to an agreement to create a public-private alliance covering all the police and sheriffs' departments in northern Virginia.

### ***Organization and Membership***

VAPPSA is a formal organization with by-laws specifying the following:

- The voting membership consists of one representative of each organization accepted as a member.
- Membership costs \$100 the first year and \$75 each year thereafter, and no fee is charged to public law enforcement agencies.
- Organizations eligible for membership include businesses, law enforcement or other government agencies, and any other entity approved by the executive committee.
- Each member organization may sponsor an unlimited number of its employees as non-voting associate members for an annual fee of \$25 each.

The formal organizational structure provides the advantage of institutionalizing VAPPSA, yet setting it up was a major effort. The VAPPSA members who initiated the group did not realize how much time it would take to establish by-laws, create a formal structure, remedy legal entanglements, and create momentum.

VAPPSA is divided into five sectors, each representing a field of interest to both public and private security: law enforcement, security alarm, private investigators/contract security, retail/mall security, and corporate security. VAPPSA also has several committees (whose activities are described below) to carry out its mission.

### ***Activities and Accomplishments***

1. **Monthly Meetings.** Each meeting includes opportunities for discussing current issues, pending legislation, and future plans and usually features an outside speaker.
2. **Committees.** VAPPSA's communications committee relates information to members, law enforcement, the security community, and the public. The legal affairs committee works to increase VAPPSA members' understanding of the legal system. The mem-

bership committee screens membership applications and reaches out to solicit new members. The finance committee develops an annual budget for submission to the executive board and coordinates with the treasurer throughout the year. The program committee prepares an annual plan for programs at meetings and social events. Popular program topics in the past have included telecommunications fraud, electronic eavesdropping, juvenile offender programs, violence in the workplace, alarm industry trends, and public safety crisis management. VAPPSA has found that creating programs of interest to both private security and law enforcement is a challenge.

3. **Newsletter.** VAPPSA publishes a monthly newsletter to spread information to member organizations.
4. **Fast Fax.** VAPPSA's Fast Fax system transmits to all members reports of fraudulent activity, wanted persons, unlawful schemes, and other criminal activity in the state. Some items, such as reports of gang activity in malls, are routed only to members of the appropriate VAPPSA sector.
5. **Expansion.** A major accomplishment of VAPPSA is its expansion to the Tidewater area of Virginia, where a VAPPSA group now meets regularly. That expansion grew out of VAPPSA's presence at the Virginia Department of Criminal Justice Services Conference in 1994.

VAPPSA has continued to grow and increase its influence. Although progress has been slow, VAPPSA leaders are confident that their deliberate approach will continue to contribute to better relations between private security and public law enforcement, making both jobs easier.

## Washington State: Washington Law Enforcement Executive Forum

### ***Formation***

WLEEF was founded in 1980 by law enforcement executives and private security representatives. The original impetus behind its founding was the desire to lobby for a law that would give certain types of businesses access to criminal records.

### ***Organization and Membership***

WLEEF performs its own projects and is responsible for its own budget, but legally WLEEF is part of the Washington Association of Sheriffs and Police Chiefs (WASPC). Being associated with WASPC has several advantages: WASPC is recognized for lobbying purposes, can get federal grants, has an office building, and provides WLEEF with staff support. The WASPC connection provides operational consistency over the long term and eases transitions from one chair to the next.

WLEEF has a minimal structure. It does not have a large policy manual but relies mainly on tradition and a circle of highly motivated members. The presidency of WLEEF alternates between a public sector and private sector member.

Members include top law enforcement executives from around the state and corporate representatives who, when not the actual corporate presidents, at least have access to the top corporate executives. Generally, WLEEF have about 15 private sector and 15 public sector members.

### ***Activities and Accomplishments***

WLEEF is active on many fronts:

1. **Meetings.** WLEEF holds a meeting every other month. It sets the schedule well in advance to make it easier for members to travel from around the state. Typically, about 18 members attend. Private security members remark that they are more likely to attend when top executives from large police agencies also attend.
2. **Legislative Action.** In undertaking the mission that drove WLEEF's founding (background checks), the organization spent a year bringing its members around to supporting the measure. Then, when the bill was put to the legislature, it sailed through without a dissenting vote. WLEEF also produced draft legislation, which ultimately was passed, on regulation of security officers.
3. **Drunk Driving.** Working with WASPC and the business community, WLEEF set up an 800 number (88-DRUNK) for reporting drunk drivers. The program was at first funded by a local TV station. WLEEF also got heads of large interest groups, such as a restaurant association, involved.

4. **Project Blue Lights.** In Washington State, many law enforcement agencies lack the technology to communicate by computer. In Project Blue Lights, WLEEF surveys Washington law enforcement agencies, determines demand, and then finds companies willing to donate used computer hardware. One success involved finding six laptop computers for the Tacoma drug interdiction team. WLEEF hopes Project Blue Lights will serve as the prototype for an Internet-based national program.
  
5. **Economic Crime Task Force.** This section of WLEEF consists of several topic-specific committees that conduct seminars and produce informational brochures to educate police, business, and the public. Funding often comes from the industries affected by those topics. Committees have addressed medical fraud, insurance fraud, check fraud, real estate fraud, workplace violence, identification document fraud, bankruptcy, product tampering, substance abuse, money laundering, securities fraud, telecommunications fraud, counterfeiting, white-collar crime, computer crime, and children and the Internet.

WLEEF is functioning well and proceeding on many fronts.

# Troubled Programs

## ***Large East Coast County***

Formed in the mid-1990s, this cooperative association of about 60 police and private security practitioners is struggling because of these factors:

- Membership has dwindled.
- The police themselves are doing most of the outreach to the business and private security community.
- Interesting speakers for meetings are hard to find.
- Local ASIS chapter competes for members' time.
- Program is police-driven, with little input from security and business members.

## ***Suburb of Large Midwestern City***

A cooperative program declined, dropping many activities and losing financial support from the private sector. Key reasons seem to be changes in the personnel who ran the program and a failure to update computer equipment used for interface between public and private agencies.

## ***Large Midwestern City***

A large, active cooperative association has dwindled to doing only a couple of activities, and those few have mainly been taken over by the dominant police department. Factors in the decline:

- Driving personalities (both police and private sector) retired.
- General membership turned over too frequently for any continuity to exist.
- Police department said to have constantly asked business members for donations. Business members resented the solicitations.
- Program lacked suitable technical equipment.