



THE FLORIDA STATE UNIVERSITY  
COLLEGE OF CRIMINOLOGY & CRIMINAL JUSTICE

# Forging Problem-Solving Partnerships to Address Unprecedented Community Safety Challenges: Police and Private Security Relationships

Florida State University Policing, Security Technology, and Private  
Security Research & Policy Institute

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# **Forging Problem-Solving Partnerships to Address Unprecedented Community Safety Challenges: Police and Private Security Relationships**

## **Introduction**

Private security officers outnumber public police in the United States and abroad (i.e., Australia, Brazil, Canada, England, New Zealand, South Africa, South Korea, and Sweden). Some scholars have argued that this growth directly resulted from the public's perception that the police failed to provide adequate protection (Sklansky, 1999). As noted by Forst (1999), the public largely believes that their police departments have limited capacities and have, therefore, hired private security. For example, Minnesota has 172 security groups ranging from individuals to large companies with active licenses, with 13 private security guards for every police officer in downtown Minneapolis (Ryan-Mosely & Richards, 2022). Further, Cook and MacDonald (2011) argued that private security officers have enhanced citizen perceptions of safety and reduced fear of crime, while simultaneously "freeing up" the police to address more serious calls for service.

Research shows that the private policing and security sector is diverse and includes many different types of companies and functions. Further, distinctions between public police and private security have been blurred, so there may not be a clear difference between the two. Private security is a major contributing factor to public security and safety culture. For example, private security now performs many beat patrol tasks that were once considered the public police's sole and central mission (Joh, 2004; Sklansky, 1999; Wakefield, 2008).

Despite the large—and growing—number of private security employees in the United States and the significant impact the industry has on community and business security, in many cases, they do not have the same authority, training, or constitutional constraints as public police. For example, private security is exempt from the Fourth Amendment, Miranda Rules, and restrictions on entrapment and statutory disclosure requirements (Sklansky, 1999). Due to the constitutional exemptions afforded private security, Bayley and Shearing (1996) argued that private security is likely to be more intrusive, premonitory, and presumptive than public policing. Further, private security is not regulated nor held accountable to the same degree as public police are (Monahan, 2021; Stokes, 2018).

Over the past two decades, the police and private security have experienced notable transformations. These transformations share commonalities, stemming from the emergence of advanced technology and the persistent struggle to address personnel vacancies and include a focus on community-oriented approaches, improved training and education, increased diversity among personnel. The following sections highlight some major changes that have occurred in both environments.

### **Private Security:**

**Technological Advancements:** Technology has played a significant role in transforming private security. Surveillance systems have become more sophisticated and widely used,

including the adoption of closed-circuit television (CCTV) cameras, facial recognition, and remote monitoring systems. Access control systems, biometric authentication, and alarm systems have also advanced, enhancing the security capabilities of private security firms.

**Increased Focus on Cybersecurity:** With the rise of digital threats and cybercrime, private security has expanded to include cybersecurity services. Companies now invest in measures to protect their digital infrastructure, data, and information systems from cyber threats. Cybersecurity has become a crucial aspect of private security, addressing network, database, and software vulnerabilities.

**Globalization and International Operations:** Private security firms have increasingly expanded their operations internationally to meet the demands of clients operating in different regions. This expansion has been driven by the globalization of businesses and the need for security solutions in diverse environments. Private security providers now offer executive protection, risk assessment, and security consulting services globally.

**Focus on Risk Assessment and Threat Intelligence:** Private security firms have shifted from reactive to proactive security measures. They now emphasize risk assessment and threat intelligence to identify vulnerabilities and potential threats before they occur. This approach helps organizations implement preventive measures and enhance their overall security posture.

**Collaboration With Law Enforcement:** Private security firms have increasingly collaborated with law enforcement agencies to address security challenges effectively. Public-private partnerships have emerged, with private security firms working alongside law enforcement to share information, coordinate responses, and enhance overall security efforts.

## **Police:**

**Community Policing and Collaborative Approaches:** Community policing has become a foundational philosophy and strategy for law enforcement agencies. It emphasizes building trust, partnerships, and problem solving with the community. This approach aims to improve communication, increase transparency, and address crime's root causes.

**Increased Focus on Accountability and Police Reforms:** High-profile incidents of police misconduct and excessive use of force have prompted calls for greater accountability and reforms. Efforts have been made to establish civilian oversight boards, implement body-worn cameras, revise use-of-force policies, and provide de-escalation training for officers.

**Emphasis on Data-Driven and Evidence-Based Policing:** Police departments have increasingly used data to tailor resources and interventions. They use advanced analytics to identify crime patterns, allocate resources strategically, and measure the effectiveness of policing strategies.

**Technological Advancements:** The rapid advancement of technology has influenced policing practices. Law enforcement agencies have implemented real-time crime centers and adopted tools such as license plate readers, CCTV, facial recognition technology, predictive analytics, and social media monitoring to aid investigations and crime prevention efforts. Less lethal weapons such as the Taser have been adopted to reduce injuries from the use of force.

**Shifts in Policing Strategies:** Policing strategies have evolved from a solely reactive approach to more proactive and problem-oriented policing. This shift involves addressing underlying issues, engaging with communities, and preventing crime rather than solely responding to incidents.

**Focus on Training and Cultural Competency:** Police training programs emphasize de-escalation techniques, crisis intervention, implicit bias awareness, and cultural competency to improve interactions between officers and the diverse communities they serve.

With support through the BJA National Training and Technical Assistance Center, the U.S. Department of Justice (DOJ) Bureau of Justice Assistance (BJA) engaged the Florida State University Policing, Security Technology, and Private Security Research & Policy Institute to host a roundtable discussion with police and private security executives to gain more insight and understanding of current police and private security partnerships and relationships. The roundtable discussion occurred on June 7, 2023, in Washington, D.C., at the Office of Justice Programs; 23 people participated in the day-long event. See attachment 1 for a participant list and attachment 2 for the agenda.

This report addresses key issues in police and private security partnerships, outlines significant survey findings of police executives on private security in their communities, and summarizes the roundtable discussion.

## **Issues**

The intersection of private security and public police providing safety and security services has become increasingly complex. In recent years, private security has continued to grow while public policing has remained static or declined because of the inability to fill vacant positions or budget restrictions. As a result, private security has taken on more of a policing role in some communities and plays an even greater role than public police in areas such as cybercrime, organized retail theft, and fraud. Private security also drives the investment and development of evolving technologies that police agencies utilize. This evolution of the changing and overlapping roles of police and private security raises important questions on coordination, oversight, and accountability.

Although there is a body of literature on the growth and changing roles of private security, knowledge of the relationship between public police and private security in today's environment

is limited and dated. With support from the Office of Community Oriented Policing Services (COPS Office), the International Association of Chiefs of Police (IACP) in conjunction with the American Society for Industrial Security (ASIS), the International Security Management Association, and the National Association of Security Companies held a summit in 2004 to discuss police and private security partnerships in addressing terrorism and disorder. They made the following five recommendations:

1. Major law enforcement and private security organization leaders should formally commit to cooperation.
2. The U.S. Department of Homeland Security (DHS) and/or DOJ should fund research and training on relevant legislation, private security, and cooperation between law enforcement and private security. The appropriate body should conduct baseline and ongoing research and encourage appropriate training.
3. DHS and/or DOJ should create an advisory council comprising nationally prominent law enforcement and private security professionals to oversee the day-to-day implementation issues of law enforcement and private security partnerships.
4. DHS and/or DOJ and relevant membership organizations should convene key practitioners to move this agenda forward.
5. Local partnerships should set priorities and address key problems identified at the summit.

Progress has been made since the 2004 summit. In 2009, the Law Enforcement Private Security Consortium, with support of the COPS Office, published *Operation Partnership: Trends and Practices in Law Enforcement and Private Security Collaboration* Office of Community Oriented Policing Services (2009). The report is a guide for developing effective partnerships and offers many examples of collaboration between the police and private security. In a 2015 review of private security and public police partnerships, Montgomery and Griffiths noted:

This review has revealed that private security is already playing a significant role in the safety and security web in Canada. The challenge is to optimize this role while ensuring that there are standards for training and oversight, as well as protocols, for the development and maintenance of public police-private security partnerships and collaboration (2015, p. 65).

While the Law Enforcement Private Security Consortium no longer exists, ASIS continues to encourage and provide support for developing and maintaining partnerships through the Law Enforcement Liaison Council and IACP Private Sector Liaison Committee. They signed a memorandum of understanding in 2009 pledging to work together on various activities and information sharing.

Research on private security effectiveness is limited. A few studies exist on the impact of private security patrols on crime. In the United Kingdom, researchers tested the effect of private security on train stations in Southwest England. They found “that 41% more patrol visits and 29% more minutes spent by security agents at treatment compared to control stations led to a significant 16% reduction in victim-generated crimes at the entirety of the stations’ complexes, with a 49% increase in police-generated detections at the target locations” (Ariel et al., 2017, Abstract).



In Orange County, FL, private security patrols were deployed in two diverse high-crime neighborhoods where “researchers found road patrol in marked security vehicles produced significant decreases in crime in the pre- and post-implementation periods. Further, surveys of residents revealed that after project completion, citizens had more positive perceptions of the police, believed that crime had declined, and reported lower fear of crime” (Holmes et al., 2022, p. 718).

While these studies provide important insight into the effectiveness of private security patrols, there is a clear need for more research on the impacts of private security and the value of collaboration with police.

## Survey Results

To expand upon this research, the Florida State University (FSU) Policing, Security Technology, and Private Security Research & Policy Institute surveyed the Major Cities Chiefs Association membership and 30 smaller police agencies on private security partnerships and issues in August 2022. A total of 68 law enforcement executives in 59 agencies responded.

Police executives reported that all private security services experienced a considerable expansion in their communities over the past 5 years—see table 1 below. The greatest growth was in neighborhood/community patrols, shopping districts, special events, and school security—over 80 percent of respondents indicated expansion in these areas. Neighborhood/community patrols have been a significantly concerning area. Believing the presence of public police is insufficient, neighborhoods have turned to employing additional services to provide a greater sense of safety. Now, neighborhoods in cities across the country have begun supplementing police patrols with private security.<sup>1</sup> This practice, however, raises an important issue involving equity as only those neighborhoods with adequate financial resources can supplement police services independently.

Table 1 shows the percentage of respondents who indicated private security services had expanded in their jurisdiction over the past 5 years.

**Table 1. Private Security Service Expansion—Past 5 Years**

<b>Private Security Services</b>	<b>Percent Indicating Expansion</b>
Neighborhood/Community	83.7
Shopping Centers/Districts	82.6
Special Event Security	82.0
School Security	80.9
Nightlife District Security	79.5
Video Surveillance	79.1
Armed Security	78.6

<sup>1</sup> News media reports indicate neighborhoods in Baltimore, Chicago, Dallas, San Diego, Los Angeles, St. Louis, Seattle, and many others have employed private security patrols.

Fraud Investigations	70.0
Homeland Security	68.8
Business Improvement District	65.9
Criminal Activity Intel.	53.9

Almost 80 percent of police executives surveyed indicated that armed private security has increased over the past 5 years, and 65 percent expect it to grow over the next 5 years. This should not be a surprise, given the increase in gun ownership, active shooters, and mass shootings. A University of Washington survey in 2019 indicated that 16 million people carried a gun at least once a month, up from 9 million in 2015. Moreover, the number of people reporting they carry a gun every day increased from 3 million in 2015 to 6 million in 2019. In states with more relaxed gun laws, one-third of the population carried a gun at least once a month (Eckart, 2022).

Table 2 shows the areas where police executives expect private security to continue expansion over the next 5 years. Video surveillance is where they expect private security to grow the most, which appears consistent with industry market trends.

**Table 2. Private Security Expansion—Next 5 Years**

<b>Private Security Services</b>	<b>Percent Indicating Expansion</b>
Video Surveillance	86.4
Business Improvement District	77.8
Nightlife District Security	70.0
Special Event Security	68.8
School Security	67.2
Criminal Activity Intel.	66.0
Armed Security	64.6
Neighborhood/Community	63.1
Shopping Centers/Districts	54.0
Fraud Investigations	45.5
Homeland Security	40.0

Figure 1 shows the extent to which police agencies formally collaborate with private security entities. School security led the way in formal agreements by a considerable margin. This is expected since these agreements are between the school systems, and the police agency generally provides the service. The absence of formal agreements in most partnerships is surprising, considering they involve relationships with governmental and private organizations.

**Figure 1. Formal Collaboration**

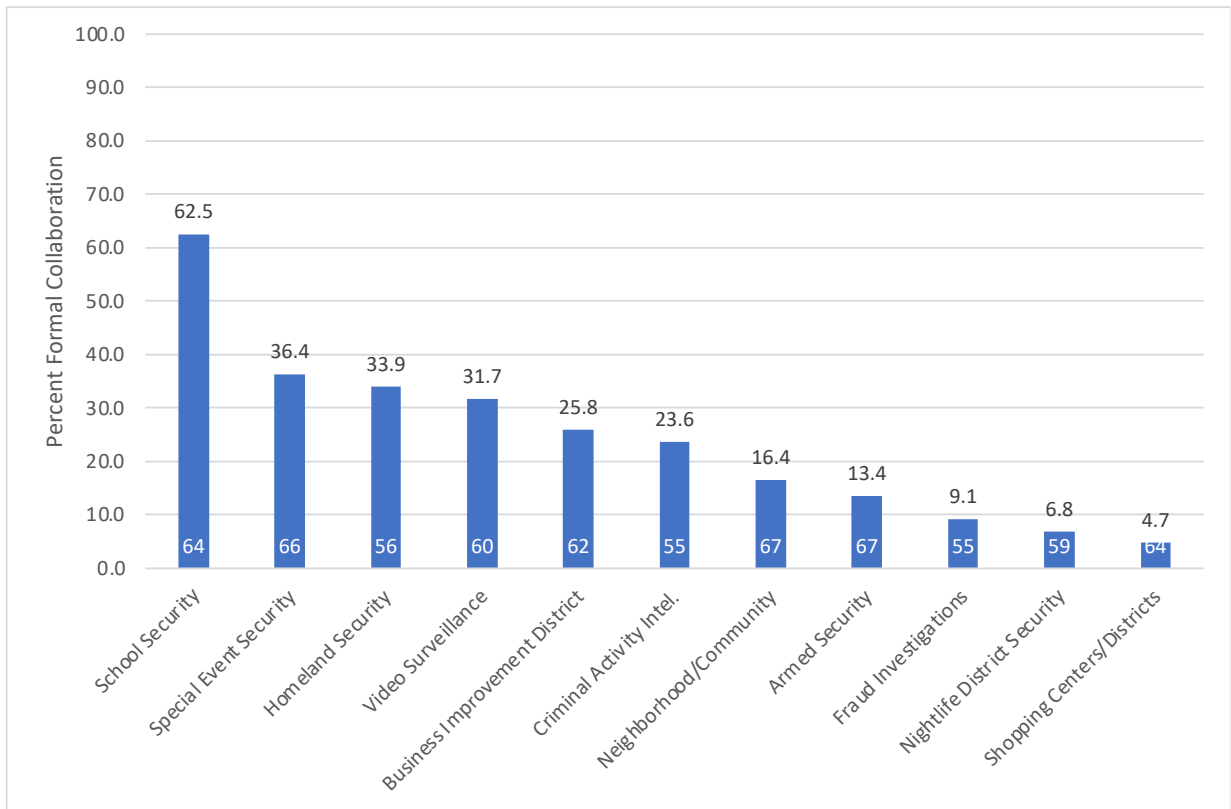


Figure 2 provides insight into police executives' thoughts on factors contributing to change and growth in private security in their communities. Fear of crime is the leading reason for the growth, followed by business and industry demand and rising crime rates. Surprisingly, fewer than half of respondents indicated that a shrinking police force is a major contributor to private security industry expansion, as many media reports of increased use of private security patrols in business districts and neighborhoods indicate a decline in police presence as a principal factor in the decision to utilize private security services.

**Figure 2. Factors Influencing Change in Private Security**

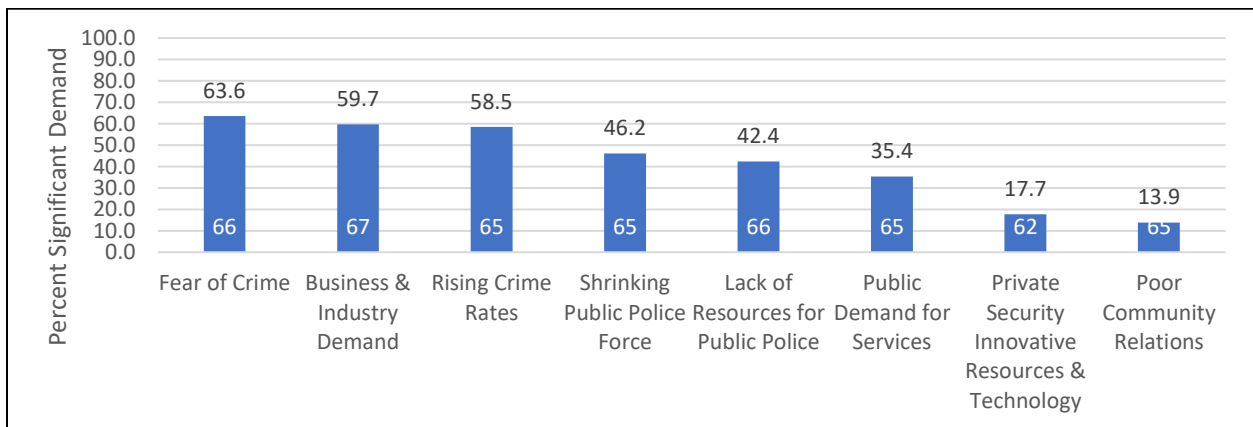
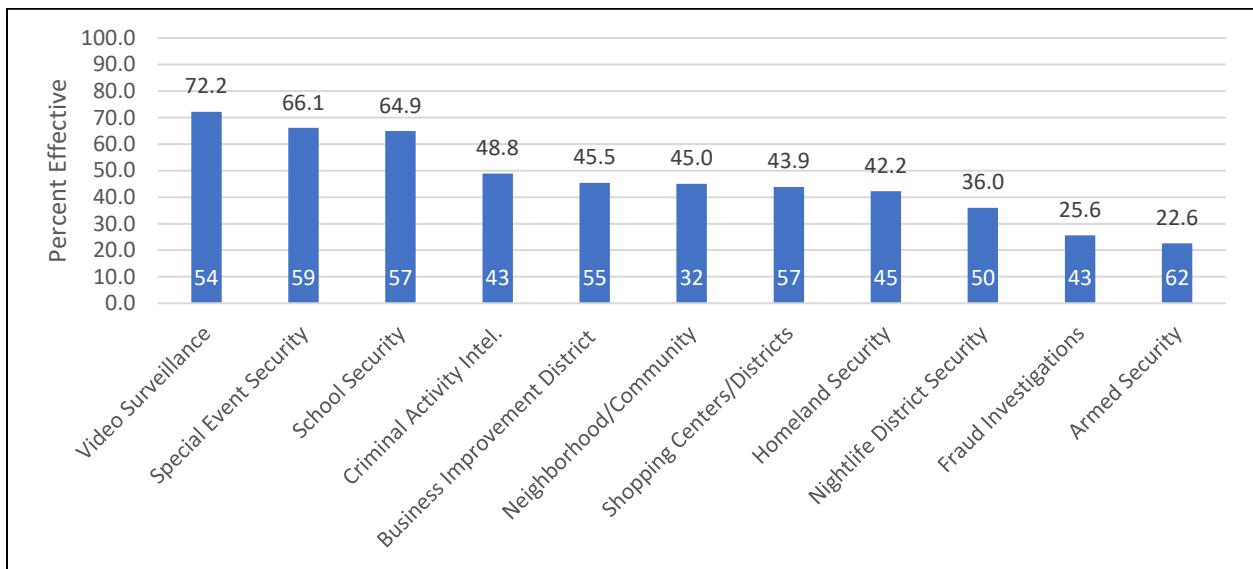


Figure 3 reflects police executives’ perspectives on the effectiveness of private security services in improving public safety—72 percent indicated they felt video surveillance was the most effective service in improving public safety. It is also the area they felt would grow the most over the next 5 years with 86.4% identifying this anticipated expansion. Video surveillance has become an important tool over the past 10 years for police in detecting and solving crime. Most of the police agencies with a “real-time crime center” incorporate monitoring cameras available to them. They also work with the private sector to gain access to their cameras when needed.

**Figure 3. Private Security Services Effective at Improving Public Safety**



## Roundtable Discussion

The roundtable discussion was designed to take full advantage of the knowledge and experience of those who attended. BJA Deputy Director Ruby Qazilbash welcomed the participants on behalf of BJA Director Karhlton Moore and explained BJA’s mission to support and strengthen the criminal justice system through funding, training, and technical assistance.

Recognizing the complex relationship between private security and police, Director Qazilbash emphasized collaboration and information sharing between the two sectors, citing examples from countries like Brazil, England, and South Korea, where similar shifts have occurred due to public perception of police capacity. If

“The relationship between police and private security is an intricate and indispensable component for ensuring community safety as a whole. The Bureau of Justice Assistance (BJA) aims to foster a dynamic dialogue centered around collaboration, information sharing, and the recognition of successful initiatives, in order to promote their wider dissemination within the field.”

Ruby Qazilbash,  
Deputy Director for Policy  
Bureau of Justice Assistance

appropriately managed, private partnerships can alleviate the strain on police resources and improve public perception. While each entity has different training requirements and constitutional authority, the group was urged to discuss how collaboration and information sharing could occur within these strictures.

Hugh Clements, Director of the COPS Office, also welcomed participants and stressed the importance of public-private partnerships in advancing community safety. Sharing data, strategies, and intelligence between the two sectors could result in better service to the community. Director Clements cited the example of a successful downtown security network that had improved cooperation between private security and the police. Noting that conversations around collaboration often reached a certain point but rarely progressed, this gathering presented participants with a unique opportunity to guide the field and foster stronger bonds between private security and law enforcement agencies.

Brian Stephens, Co-Director of the FSU Policing, Security Technology, and Private Security Research & Policy Institute, facilitated the roundtable conversation and emphasized that this was the beginning of many discussions to strengthen partnerships and collaborations between public and private security. By working together, it is the hope to leverage collective expertise and resources to ensure the safety and well-being of communities nationwide.

Dr. George Pesta, Director of the Center for Criminology and Public Policy Research at FSU's College of Criminology and Criminal Justice noted that the college is dedicated to making criminology an applied field and brings research to life by focusing its curriculum on preparing students to implement and apply research findings. One key concept at FSU is "translational criminology," which bridges the divide between research and policy/practice. Barriers such as ideology, politics, and language/terminology often hinder this process and FSU believes that partnerships are essential to overcoming these obstacles. The key to building these partnerships is establishing trust and reciprocity between researchers and agencies, ensuring that the shared data will be used responsibly and to develop effective solutions. Dr. Pesta then presented the survey results, and participants shared their thoughts on the findings throughout the presentation.

### **Portland, OR Case Study**

Portland is an example of a city with a decline in police staffing levels and significant growth in the use of private security. The city has been grappling with many issues that have strained its community safety efforts. Downtown is particularly affected by homelessness, and after the tragic event involving George Floyd, the city experienced over 100 consecutive days of protests. Although the protests primarily were against federal police rather than local law enforcement, the continuous demonstrations have strained the city's resources and its ability to respond effectively.

As the 25th largest city in the country, Portland currently has 882 sworn police officers. However, the department faces significant staffing challenges, with 77 vacancies and 98 officers in training who are not available for duty at present (Portland.gov, 2023). Over the past 5 years, the department has witnessed a substantial decline in staff levels, making it increasingly difficult to handle its demands. Since 2005, the number of sworn officers has decreased by 15 percent.

To compensate for limited resources, Portland spends \$4.6 million annually on private security. In Portland Old Town, 45 businesses have individual contracts with Echelon Security for patrol services (Ellis, 2021). These businesses have agreed to hire the same private security company, which employs armed personnel who meet the required qualifications. Downtown Portland also has a program called Clean and Safe that employs private security guards from Allied Universal, who are viewed as a strong support system by the local business community.

One of the significant challenges faced by Portland is homelessness. The city is among the 12 cities in the United States with more than 5,000 homeless residents (USA Facts, 2023). This issue has had an impact on crime rates, with homicides increasing from 36 to 97 and vehicle thefts rising from 6,500 to 11,000 between 2016 and 2022 (Jarvie, 2023).

Echelon Protective Services was established in 2019 by a local attorney and property owner to investigate homeless encampments in Old Town. Echelon documented issues they believed law enforcement was neglecting and created a comprehensive report. By September 2020, its services had expanded to 40 businesses, starting with service patrols in July 2020. Despite some incidents of guards overreaching their authority, Echelon has received strong support from the local business community.

However, tension exists between the police and private security entities in Portland. Portland's district attorney's office refuses to accept cases from Echelon Protective Services, citing concerns about the training and qualifications of private security personnel. However, businesses that hire private security are generally satisfied with Echelon's services and comfortable with their presence.

The challenge for Portland lies in determining whether its situation is an outlier or reflective of a broader challenge involving the growth of private security and the decline of public policing. As discussions have centered around the decline of public policing, it is clear there is no immediate resolution in sight. Thus, the key question is how to adopt a more collaborative and strategic approach, pooling resources effectively among various agencies to handle the complex issues that are difficult for any single entity to address alone.

## **Participants' Perspectives on Partnerships and Initiatives**

The roundtable allowed participants to describe their current public police and private security relationships and initiatives. Their perspectives are below.

**Arian Avila—Capital One:** The economic climate has resulted in layoffs, raising concerns about workplace violence. Recognizing the need to address this issue proactively, Ms. Avila explored partnerships between the cyber team and human resources to develop strategies to prevent workplace violence.

### **Capital One—Northern Virginia Security Consortium**

The Northern Virginia Security Consortium (NOVA SC) is a quarterly meeting of security representatives from Fortune 500 companies with a Northern Virginia presence and law enforcement representatives to provide a forum for information sharing.

Capital One hosted the first meeting of NOVA SC in September 2022. Meeting participants received a briefing on all threats, including violent crime, counterterrorism, and counterintelligence, from the Federal Bureau of Investigation (FBI). They also heard from the Virginia Homeland Security Division on their response and coordination capabilities. General Dynamics hosted the second meeting on threat mitigation and law enforcement coordination. The FBI and the Fairfax County Police made presentations. The next meeting will focus on threats to critical infrastructure and include a panel of experts on access control.

NOVA SC allows private security and public law enforcement to develop and sustain working relationships.

One unique initiative championed was the introduction of the Café model for Capital One's financial centers. These spaces were designed as traditional banking outlets and communal spaces where people could use restrooms, hold meetings in conference rooms, and more. However, Ms. Avila understood the importance of ensuring employees' safety, particularly in areas with high incidents of substance use, homelessness, and mental instability. To address this, the company empowered ambassadors within the Café model to respond to these situations.

**Pamela Larson—Twilio:** Ms. Larson emphasized the significance of criminal activity intelligence and information sharing. Rather than focusing solely on video monitoring, Twilio prioritizes building intelligence networks and collaborating with peer companies and local law enforcement. The decision to deploy security guards is made at the corporate security level, highlighting the responsibility of private security professionals in decision making.

**Brian Reich—Kemper Corporation:** Mr. Reich highlighted the disconnect between corporate security and law enforcement, stressing the need for increased collaboration and noting a lack of proactive outreach on both sides. Mr. Reich proposed that private security professionals reach out to law enforcement executives to discuss common concerns and recommended law enforcement executives participate in local chapters of the American Society for Industrial Security to foster relationships and collaboration.

Mr. Reich emphasized the importance of video and criminal intelligence and the need for a common language and understanding between law enforcement and private security. The question was raised of how to identify the actual first responder when incidents are reported to the police by private security. Mr. Reich also mentioned the New York Police Department Shield Initiative, an information-sharing partnership between the police and the private sector. A global Shield Foundation was established to support other cities in implementing a similar program.

**Mark Canty—Orange County Sheriff's Office:** There is a strong relationship between the sheriff's office and private security because of the importance of tourism to the local economy, with Disney's special district's private security being one of the sheriff's office's closest partners. A special law enforcement group is dedicated to overseeing security at Disney properties.

Beyond Disney, other tourist areas within Orange County recognized the importance of law enforcement collaboration, leading to successful partnerships between the sheriff's office and various private security firms. Mr. Canty noted that some of the smaller companies working in high-crime areas of the county struggled because of the lack of financial resources. He has focused on implementing surveillance camera systems and established memoranda of understanding with schools, the convention center, and others. In addition, the sheriff's office has created an intelligence center that closely collaborates with various security teams, facilitating the reporting and sharing of critical information.

Mr. Canty encouraged analysts from the sheriff's office to work directly in private companies' command centers, providing real-time insights and guidance. In addition, he has provided training to private sector analysts, equipping them with the knowledge and skills to identify potential security risks. The open-source nature of the shared information ensured no confidentiality concerns, which contributed to a collaborative environment.

**Celeste Murphy—Chattanooga Police Department:** Chief Murphy indicated a strong desire for collaboration in the community, with education being the key, emphasizing the need to develop a common language and understanding between collaborators. A more effective and cohesive security framework could be established by understanding and creating awareness of each other's roles and capabilities. With the growth of private security patrols in neighborhoods, however, comes increasing concerns about equity: Those with more money can enhance their safety while leaving others at a disadvantage. Chief Murphy observed a growing divergence in the visual representation of security, with police moving away from a tactical, intimidating appearance while private armed security seemed to embrace that look.

Chief Murphy also noted a prevailing perception that law enforcement held all the answers and urged for a change in this mindset as both sectors possessed valuable expertise and knowledge that, when combined, could enhance overall security efforts. Bridging this gap would require a shift in attitudes and a recognition of the unique strengths of each sector.

**Brett Chapman—National Institute of Justice:** Dr. Chapman discussed the importance of fostering strong partnerships between researchers and law enforcement agencies. A good partnership is not just about collaboration; it is about establishing a foundation of trust, open communication, and shared goals as evidenced by recurring issues with law enforcement/researcher partnerships. One frequent issue was the desire of police chiefs to receive bad news first, ensuring they had an opportunity to address any issues before the information became public. Dr. Chapman felt the key to success was establishing a framework of mutual respect, where researchers could access information needed to conduct thorough studies



while law enforcement agencies could rely on researchers to provide valuable insights without compromising their internal processes.

**Jacquelyn Gwinn-Villaroel—Louisville Metropolitan Police Department:** Chief Gwinn-Villaroel emphasized the importance of partnerships with private security and the need to sustain their momentum and referred to private security personnel in the downtown area as ambassadors. The Louisville Police Department supported this private security role by providing crisis intervention training, de-escalation training, radio support, and other resources to enhance ambassadors' capabilities. By supporting this program, private security personnel could contribute to public safety efforts and help alleviate police staffing shortages.

Chief Gwinn-Villaroel acknowledged that there is a need for better understanding and education among police officers to leverage these partnerships fully. Many officers are unfamiliar with private security or their roles, which could lead to miscommunication or underutilizing these important resources. Therefore, it is crucial to provide comprehensive training and information to police officers, enabling them to work collaboratively with private security. Chief Gwinn-Villaroel shared an example involving the largest mall in the area, which did not have security cameras. This created a significant problem for law enforcement's ability to respond effectively to incidents within the mall. Taking the initiative, the police department provided the necessary cameras, and, over time, the mall management recognized the value of the cameras and eventually invested in their own security infrastructure.

**James Kilber—Las Vegas Metropolitan Police Department (LVMPD):** LVMPD has had a strong relationship with private security providers for many years, but the October 2017 Harvest Festival mass shooting reinforced the importance of partnerships, and they are now working even more closely together. Las Vegas leads the country in the number of tourists each year. In 2022 alone, 38.8 million people visited the city; between 2015 and 2019, over 42 million visited each year (Las Vegas Convention and Visitors Authority, 2023). The city also has over 150 casinos, many operating 24 hours a day and most with a private security presence on their properties. LVMPD has created several programs to strengthen and maintain the partnerships between the police and private security, as noted in the box below.

## **Las Vegas Metropolitan Police Department**

**Security Chiefs Association (SEC):** The SEC was established in 1987 to promote security professionalism and improve communication between each other and law enforcement. It has grown to include 125 members of private security and 223 membership supporters from the law enforcement community in Clark County. The SEC holds monthly meetings to discuss policy, crime, policing issues and how to better work with private security.

**Hot Spots:** The police department tracks calls for service at casinos and other hot spots. The police work with private security to address the source of the calls.

**Area Command:** The sheriff has mandated that Area Command captains develop relationships with private security and business partners in their area.

**Future Liaison Officer Program:** The program provides training for private security officers on working with law enforcement officers, planning, communication methods, and identification of suspicious persons. The program has trained over 1,000 security officers.

**Tabletop Exercises:** The police department conducts six to eight exercises yearly on mass violence that includes all the partners. The exercises help identify vulnerabilities so their plans can address them.

**Stuart Emerman—DC Metropolitan Police Department:** Chief Emerman emphasized that it is important to tailor security efforts to the specific needs of each situation. For security personnel, there is a need to consider the level of effort required. Would mere presence at the door be sufficient to maintain security, or would armed personnel be necessary to handle potential threats?

Acknowledging the preferences of private security providers, Chief Emerman recognized that these companies preferred their security guards to handle non-escalated situations while relying on the police for more escalated incidents. Understanding these distinctions is essential for effective coordination and resource allocation between private security and police agencies.

Additionally, Chief Emerman emphasized the importance of engaging in conversations with various collaborators, including businesses, private security firms, and district representatives. Each entity has unique requirements and priorities, and establishing strong relationships with them is vital for law enforcement to address their specific concerns effectively. Without these relationships, the police department risks being pulled in different directions, leading to inefficient allocation of resources and conflicting priorities.

Chief Emerman identified the opportunity to continually build relationships and foster collaboration with the private security sector as DC Metropolitan police officers retire and transition into private security roles. These retirees could serve as valuable conduits for ongoing

conversations and information sharing, bridging the gap between law enforcement and private security providers.

In Washington, D.C., the police department implemented a private rebate program for cameras. Under this program, businesses and private residents were encouraged to install surveillance cameras, allowing law enforcement access to their recorded feeds in exchange for a monetary rebate. This approach incentivized camera installation and facilitated broader access to surveillance footage, enabling the police to leverage additional resources in their investigative efforts. Private residents were also notified when incidents occurred in their vicinity.

**Drew Levine—Allied Universal:** Mr. Levine shared valuable insights into the diverse landscape of security officer requirements and evolving trends in the industry. When selecting security guards and determining the appropriate use of tactical armed engagement, it is important to recognize that there are distinct types of security officers. Generally, placing a single individual in a private business without conducting a thorough assessment does not yield successful results. It is crucial to carefully assess the specific security needs of each location to ensure the right fit.

Allied Universal had established tiers of services to cater to different security requirements. It offered basic security, level two, and customer protection officers. The latter category had specific requirements, including a military, law enforcement, or corrections background, or having a 4-year criminal justice degree.

Mr. Levine emphasized that while many people could handle access control positions, jobs with a likelihood of altercations required trained and experienced individuals. A 3-hour training course would not suffice in such cases. Additionally, security contracts with federal protective services or U.S. Marshals demanded an elevated level of performance, often requiring specialized expertise or experience.

As Mr. Levine clarified, the private sector was not trying to infringe on the public sector but aimed to provide support in areas where a private workforce could effectively assist in fulfilling the public sector's mission. For example, Allied Universal held contracts for securing trains, where responsibilities included checking tickets, maintaining platform safety, and managing unruly customers. Mass transit security was a high-level security job rather than a law enforcement job. Allied Universal also provided transportation security services for U.S. Immigration and Customs Enforcement (ICE), allowing ICE personnel to focus on border-related responsibilities while Allied's former law enforcement or military personnel handled other security tasks.

Regarding the opinion that private security was taking over traditional law enforcement areas, Mr. Levine pointed to business improvement districts and mass transit as areas where private security played a significant role but relied upon law enforcement presence when situations escalated. He emphasized that when working in mass transit, Allied Universal advocated involving law enforcement. While private security could handle various tasks, such as handling tickets and addressing minor offenses like intoxication or smoking, the involvement of the public sector became essential when situations escalated and certainly when arrests were necessary.

**Jason Staniszewski—Austin Police Department:** Chief Staniszewski provided insights into the challenges and strategies of incorporating a security element within a police department. With the Austin Police Department experiencing a 25 percent shortage in sworn staff, the department began actively exploring opportunities to involve private security in certain areas. One significant area where private security could be utilized was during special events. The Austin Police Department recognized the potential benefits of bringing in private security and collaborating with outside agencies to ensure effective event action planning. Private security organizations played a role in these planning processes, and the police department held meetings with the organizations' leaders to coordinate efforts.

In different areas throughout the city, the police department adopted a proactive approach, meeting with district leaders and private agencies, setting expectations on all sides, establishing boundaries, and incorporating relevant statistics. This collaboration enhanced understanding and coordination between the police department and private security agencies operating within specific districts.

Several outside security agencies existed in the downtown district, particularly around bars and nightlife establishments. Chief Staniszewski emphasized that command-level personnel were responsible for connecting with and understanding these security agencies, including identifying which agencies were reliable and trustworthy and ensuring clear communication and cooperation between the police department and these entities. Most notably, there were a few negative experiences with security agencies who utilized uniforms similar to those of the police department.

The police department also conducted tabletop exercises centered around events and soccer games, simulating various scenarios to enhance preparedness and coordination among all those involved. These exercises were valuable opportunities for the police department and private security agencies to work together and fine-tune their response strategies.

Chief Staniszewski emphasized that meeting with private security agencies and setting clear expectations were key to maintaining good relationships. Regular communication and collaboration helped establish a mutual understanding of responsibilities and fostered a stronger partnership between the department and private security agencies.

**Kevin Jones—Baltimore Police Department (BPD):** Chief Jones indicated that while BPD engages in intentional contact with private security agencies, the conversation often ends after an incident, lacking continuous communication. Private security staff are often the first responders in critical incidents and should be utilized better. By engaging with them proactively, the police can gain valuable insights into their daily challenges, enabling informed efforts to improve security measures and provide support.

Chief Jones recognized that ego sometimes created a barrier between police officers and security staff. Education and training to overcome this obstacle, fostering a collaborative mindset and breaking down the "us versus them" mentality were vital.

In Baltimore, there was a pattern of security staff who intervened in loss-prevention situations and unintentionally escalated the situations from shoplifting to commercial robbery charges. These incidents led to increased reports, more negative statistics, and dissatisfaction from all parties involved, making it challenging to establish a good partnership between the police and private security. Chief Jones emphasized avoiding such situations through better communication, training, and clear guidelines.

In addition, Chief Jones stressed that consistency and a relationship built on trust were essential for successful partnerships between the police and private security. Information should be exchanged without being weaponized, fostering a collaborative environment. Establishing lines of trust at different authority levels, from line officers to guards and executives to law enforcement leadership, was crucial for effective communication and coordination.

Private security agencies should work on developing comprehensive policies and procedures for armed security operations, ensuring a unified approach that aligns with the evolving strategies of law enforcement, which increasingly prioritize community engagement and a softer, less tactical look.

**Laura Egan Grayson – Security Technology Consultant:** Ms. Grayson shared her experience with the pursuit of private security patrols for her neighborhood and described a scenario where citizens, believing they know how policing should be done, hire their own security personnel without involving the police. This raised questions regarding information sharing and response coordination. Determining who should share information with whom and which entity should respond to specific situations was crucial.

Ms. Grayson discussed the evolution of body cameras, which have become the cornerstone of digital evidence capture. However, it took around a decade for them to become mainstream. Initially, there were concerns about job displacement, with some fearing that the technology would replace crime analysts. Now, the focus has shifted to actively using technology to fill personnel gaps.

## **Police and Private Security Issues**

The roundtable discussion continued with participants addressing several questions about police and private security issues.

## **Artificial Intelligence**

Artificial intelligence (AI) has become an increasingly valuable tool in various fields, including law enforcement and technology companies.

**Mark Canty** from the Orange County Sheriff's Office highlighted the use of Clearview AI as a powerful tool for data analysis. The technology is limited strictly to analysts and only accessed when connected to an ongoing case. While there was initial hesitation, it has provided positive results in assisting with investigations.

**Celeste Murphy**, Chattanooga Police Department, shared her experience with Clearview AI in a pilot program. The police department encountered challenges due to the need for strict guidelines and concerns about community response. Additionally, state funders did not support the initiative, so the department is actively exploring alternatives.

**Laura Egan Grayson** emphasized the distinction between AI use for identification and interpretation. While AI can be beneficial in identifying specific data, such as words or patterns, its use for recommendations and interpretation poses more significant challenges. Grayson suggested that careful dialogue is required to determine the purpose and justification for using AI in that context. This consideration reflects the need for organizations to carefully manage AI tools to ensure compliance, data security, and ethical practices.

**Arian Avila**, Capital One, shared the perspective of the company's chief technology officer. Ms. Avila mentioned that AI can only be used by employees who are a part of a dedicated team responsible for integrating the technology into their work. The public nature of information generated through platforms like ChatGPT underscores the importance of caution when using AI tools.

These perspectives highlight the diverse opinions and considerations surrounding AI implementation in different sectors. While AI can provide valuable insights and assist with various tasks, addressing concerns related to privacy, accountability, community response, and clear guidelines for its usage is essential. By engaging in thoughtful discussions and developing comprehensive guidelines, organizations can effectively navigate the challenges and opportunities AI technology presents.

## **Off-Duty Policy Changes**

**Kevin Jones**, BPD, shared the department's off-duty policy changes. The department has started outsourcing these assignments to other law enforcement agencies to meet the increasing demands of special events and details. State police, sheriffs, and even school police are now involved in filling these positions, as relying solely on voluntary participation was no longer sufficient. Currently, officers are required to work 4 hours of mandatory overtime. BPD has transitioned from paper slips to an electronic system to track overtime and streamline processes. However, recognizing the need for more comprehensive data, the department is considering outsourcing this function.

**Stuart Emerman**, DC Metropolitan Police Department, indicated that while there have not been major adjustments, the department has an authorized part-time program that allows officers to work off-duty shifts if the funding does not come from alcohol sales, such as bars and entertainment clubs. Additionally, officers can participate in reimbursable details for special events or business districts. These details may be mandatory, but officers can also sign up voluntarily. Nightlife establishments have the option to pay for law enforcement presence. However, if the establishment is in a “hot spot,” the department is required to cover the costs.

**Mark Canty**, Orange County Sheriff’s Office, has established a collaborative system allowing other jurisdictions to participate in special events. In some cases, the office may require officers from other jurisdictions to be present, ensuring adequate security for large events such as football games, bowl games, and WrestleMania.

**Drew Levine**, Allied Universal, described Allied Universal’s risk assessment process when fulfilling contracts. Before assigning an officer to a specific call or assignment, Allied Universal conducts a thorough assessment to ensure it sends the right person for the job. This assessment involves evaluating the risk associated with the task and determining whether an armed officer is necessary, considering the client’s safety and security requirements.

### **What Success Looks Like**

**George Pesta**, FSU, emphasized the need for a comprehensive approach to evaluating success, highlighting the importance of research studies. Many studies can provide insights into the circumstances under which certain approaches are effective or not. Research partners should be involved from the initial stages of partnerships to provide ongoing feedback and contribute to the process.

**Kevin Jones**, BPD, emphasized that success can be measured differently depending on the end goal. For example, in the case of downtown tourism, success may be reflected in positive feedback and a sense of safety among visitors. Public safety professionals often aim for crime reduction. If the focus is on addressing homelessness, success might be reflected in a decrease in calls to the police, as mental-health-related issues are appropriately redirected to other city services. Success depends on the specific objectives and desired outcomes of the community.

**Brian Reich**, Kemper Corporation, highlighted the importance of businesses in communities understanding how to choose the right private security services. Collaboration between law enforcement agencies and business organizations can facilitate knowledge sharing and enable agencies to act as advisors to businesses. Providing guidance on sourcing security services, constructing bill rates, and ensuring quality can contribute to overall success.

**Drew Levine**, Allied Universal, suggested that success can be measured through the outcomes of contracts. For example, if a security agency has been contracted to secure a courthouse, success might be reflected in the collection of contraband. Developing documents or research projects

outlining the factors that contribute to successful outcomes, such as training, pay levels, and specific tactics would be useful in this context.

**Mark Canty**, Orange County Sheriff's Office, asked how roles are defined within the community. For example, should security personnel handle certain situations that the police traditionally dealt with? Clarity on roles and expectations is crucial. Communities need to define the roles of different entities and provide appropriate training to those groups. It is essential to engage with community members to determine their preferences and expectations regarding the responsibilities of various public safety entities.

**Ruby Qazilbash**, BJA, mentioned BJA's involvement with law enforcement agencies and training academies. BJA facilitates collaboration between researchers and practitioners through programs such as Smart Policing, which provides resources and supports curriculum development. Clear agreements, trust-building, and the practical application of insights gained from discussions contribute to potential solutions and overall success.

These perspectives highlight the multifaceted nature of success in community safety and law enforcement as involving clear goal setting, collaboration between different entities, ongoing research and evaluation, and the engagement of businesses and communities. By considering these perspectives and adopting a comprehensive approach, entities can work together to achieve successful outcomes.

### **Building Trust and Ongoing Communications**

**Kevin Jones**, BPD, emphasized the importance of consistency and building trust-based relationships, understanding that trust is an ongoing process that requires continuous effort from all parties involved. To gain information from the community, police officers must also provide valuable information and ensure that it is not used against the individuals involved. This approach helps establish a sense of security and encourages community members to share information without negative consequences. Trust also needs to be established at different levels within the law enforcement structure. Line officers need to build trust with the community they serve, as well as executives and leadership within the police department.

**James Kilber**, LVMPD, detailed the importance of building redundancy in relationships. People often move on to different jobs or postings, and maintaining consistent trust becomes challenging. To address this challenge, the department established a regular meeting where members from different sectors, including law enforcement, community organizations, and private security, came together to discuss and address common concerns. This group provided a platform for building relationships, ensuring that the trust and communication channels remained intact even if individuals moved on.

**Jacquelyn Gwinn-Villaroel**, LMPD, suggested that law enforcement agencies should (1) involve private security companies in addressing community issues and (2) foster joint partnerships. By collaborating with private companies, law enforcement can tap into their stronger connections within the community and learn from their practices. She proposed inviting



private sector representatives to participate in community forums and events. This would help bridge the gap between law enforcement and the community, facilitating open dialogue and understanding. Law enforcement agencies can leverage their expertise by actively involving the private sector and establishing a more sustainable and trustworthy relationship with the public.

### **Effective Routines for Exercises, Training, and Planning**

**Arian Avila**, Capital One, shared insights into Capital One's ongoing routines for joint exercises, testing, and planning. Capital One outsourced its training to a company that already trains its armed tactical officers and executive detail personnel. This training involved collaboration with local and federal law enforcement agencies. Employees volunteered to participate, allowing for realistic scenarios to be practiced.

The exercises focused on various aspects such as response time, training for guard staff, and coordination with law enforcement operations. Based on the success of previous exercises, Capital One plans to hold another joint exercise later in the year, at a different location. This ongoing commitment to joint exercises ensures that their security protocols are continuously tested, refined, and aligned with law enforcement procedures.

**Mark Canty**, Orange County Sheriff's Office, shared the sheriff's office's experience with joint exercises and planning. Before the tragic Pulse nightclub incident, the sheriff's office conducted exercises at malls and schools. The aftermath of Pulse led to heightened vigilance, and the sheriff's office recently conducted an exercise at a hospital. Conducting joint exercises on a routine basis requires establishing and maintaining relationships by meeting regularly with partners from various sectors, including law enforcement, government officials, public transportation representatives, agency public information officers, and private security professionals. These meetings are platforms for discussing preparedness for events like hurricanes to ensure all involved parties are informed consistently and ready to respond.

**Drew Levine**, Allied Universal, highlighted the significance of involvement in industry associations such as ASIS, which has chapters nationwide that meet regularly. These chapters provide a valuable platform for professionals to get involved, network, and share best practices. There are also models like the private security program at Simon Malls in Indianapolis, whose private security directors are former law enforcement officers from the local jurisdiction. This practice helps build strong relationships between the mall and law enforcement agencies, which is crucial in emergencies like active shooters. Additionally, Allied Universal seeks out retired law enforcement officers with existing connections to help build relationships and facilitate communication between private security and law enforcement agencies.

**Brian Reich**, Kemper Corporation, recommended sending law enforcement personnel to industry conferences like ASIS and considering joining as a member. Attending conferences and becoming active members of industry associations helps individuals understand the latest trends, network with peers, and gain access to opportunities for collaboration and joint exercises.

## Conclusion

Policing and private security have evolved and changed in many ways over the past two decades. Both have significantly improved their service delivery and have taken advantage of technological advances. Like the police, private security comes in many forms and sizes. There are the small guard and investigative agencies, corporate security involved in various activities, including building security, access control, cyber security, financial investigations, and large global security firms that provide services through contracts with the public and private sectors.

The lines between police and private security responsibilities, however, have blurred. Private security has been called on to engage in neighborhood patrols. There is an increasing number of private security officers who are armed and possess limited policing authority on the property they are contracted to protect. As these lines have become muddied, it is more important that police and private security work more closely where they share responsibility.

The roundtable discussion provided many examples of strong partnerships and collaboration. There were also examples of little or no collaboration, and the survey indicates that it is mostly informal. There was a consensus among the roundtable participants that increasing formal collaboration would enhance community safety. Several steps that police chiefs and chief security officers could take to improve collaboration were mentioned during the discussion.

- Police chiefs should reach out to professional affiliations for corporate security, such as ASIS. Security heads worldwide are members, and it provides an opportunity to connect. Police chiefs should also send commanders to ASIS regional and national conferences to develop a better understanding of the private security world.
- Police chiefs should require commanders to contact and build relationships with private and corporate security leaders in their area of responsibility.
- Chief security officers and police chiefs should be more proactive in seeking out opportunities to partner. Quarterly meetings to discuss common issues would help strengthen relationships and problem solving.
- Conducting joint exercises to respond to incidents such as mass shootings, special events, sports venues, and natural disasters would improve the overall response and enhance relationships.
- Consideration should be given to include representatives from each sector in training programs where appropriate.

Chief security officers and police chiefs can also take other steps to improve collaboration. The key step is becoming more proactive in seeking opportunities to enhance partnerships.

Finally, there is a clear need to engage in more research to answer questions about the effectiveness of such police and private security partnerships. As the survey of police executives showed, private security is expected to continue to expand in providing services that have historically been the purview of the public police. What is the best way to implement these initiatives? How effective are they? What areas would benefit from greater collaboration

between the police and private security? What policies or laws need to change to facilitate this transition? Who is best suited to handle various responsibilities? Answering these and other questions is important to community safety going forward.

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## **Attachment 1—Participant List**

### **Attendees**

#### **Arian Avila**

Vice President, Security Operations and Solutions  
Capital One

#### **Thomas Blomberg**

Dean and Professor  
Florida State University College of Criminology and Criminal Justice

#### **Mark J. Canty**

Undersheriff  
Orange County Sheriff's Office

#### **Brett Chapman**

Senior Social Science Analyst  
National Institute of Justice

#### **Laura Egan Grayson** **Security Technology Consultant**

**Stuart Emerman**  
Assistant Chief of Police  
DC Metropolitan Police Department

**Jacquelyn Gwinn-Villaroel**  
Chief of Police  
Louisville Metropolitan Police Department

**Michael Harrison**  
Police Commissioner  
Baltimore Police Department

**Kevin Jones**  
Colonel, Chief of Patrol  
Baltimore Police Department

**James Kilber**  
Chief Administrative Officer  
Las Vegas Metropolitan Police Department

**Pamela Larson**  
Director, Corporate Security Strategy, Risk, and Compliance  
Twilio

**Drew Levine**  
Chief Operating Officer-East  
Allied Universal

**Celeste Murphy**  
Police Chief  
Chattanooga Police Department

**George Pesta**  
Research Faculty  
Florida State University

**Brian Reich**  
Head of Corporate Security & Workplace Safety  
Kemper Corporation

**Jason Staniszewski**  
Assistant Chief  
Austin Police Department

**Brian Stephens**  
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Florida State University

**Darrel Stephens**  
Co-Director, Policing, Private Security, and Security Technology Research & Policy Institute  
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### **Juliana Palmer**

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### **Ruby Qazilbash**

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### **Cornelia Sigworth**

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## **Bureau of Justice Assistance National Training and Technical Assistance Center**

### **Amanda Barber**

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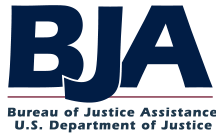
### **Caterina Marzella**

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### **Kaitlin Mitchell**

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## Attachment 2—Roundtable Agenda

### Forging Problem-Solving Partnerships to Address Unprecedented Community Safety Challenges—Police and Private Security Relationships

Washington, D.C.  
June 7, 2023

#### 8:30– 9 a.m. | Welcome

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- Darrel Stephens, Florida State University (FSU)
- Ruby Qazilbash, Bureau of Justice Assistance (BJA)

#### 9:30–10 a.m. | Researcher/Policy and FSU Survey Results

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- Dr. George Pesta, School of Criminology and Criminal Justice, FSU

#### 10–10:30 a.m. | Participant Self-Introductions

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- Brian Stephens, FSU Police, Security Technology, and Private Security Research & Policy Institute

#### 10:30–10:45 a.m. | Break

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#### 10:45 a.m.–12 p.m. | Participant Introductions (Continued)

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#### 12–12:30 p.m. | Lunch

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#### 12:30–1 p.m. | Portland, OR Case Study: The Good, the Bad, and the Ugly

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- Darrel Stephens

## **1–2:45 p.m. | Open Discussion**

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- Brian Stephens
- What are the barriers to public and private security partnerships?
- What helped make strong partnerships possible?
- Do you have examples of partnerships that worked well? Those that didn't?
- What should be the highest priorities for research?

## **2:45–3 p.m. | Break**

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## **3–3:45 p.m. | Discussion (Continued)**

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- Is there any tension between public police and private security?
- What areas can private security contribute to solving policing problems?
- Do you regularly share risk intelligence?
- Do you share security video feeds, recordings, or other data?
- Have you established any cybersecurity partnerships?
- How can public and private agencies assist with workforce shortages on both sides?  
Are there beneficial career paths between the two?

## **3:45–4 p.m. | Wrap-Up and Next Steps**

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### Attachment 3.

# Private Security/Policing Survey

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The College of Criminology and Criminal Justice at Florida State University (FSU) is conducting research on private security/private policing services and their collaboration with public law enforcement. The purpose of this survey is to help describe the current role(s) and outcome(s) of private security/private police upon the operations of public police in our effort to identify future challenges and prospects. After the survey is completed, FSU will be convening a roundtable meeting in Washington D.C. with public law enforcement and private security executives to discuss approaches for enhancing strategic partnerships to improve public safety. We will share the results of the survey and roundtable discussion with you. This survey should take approximately 8 minutes of your time. Thank you for your cooperation!

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Q1 Which type of *private security/private policing services* operate within your jurisdiction?  
Please select all that apply.

- Armed Security
  - Downtown/Business Improvement District Security/Patrol
  - Fraud Investigations
  - Homeland Security
  - Intelligence on Criminal Activity
  - Neighborhood/Community Security/Patrol
  - Nightlife District Security/Patrol
  - School Security (K-12, college/university)
  - Shopping Centers/Districts Security/Patrol
  - Special Event Security (concerts, sporting events, festivals)
  - Video Surveillance
  - Other (please indicate)
- 

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Q2 Over the **past 5 years**, which of the following *private security/private policing services* decreased, developed, or expanded?

	Decreased	Developed in the last 5 years	Expanded
Armed Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown/Business Improvement District Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fraud Investigations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeland Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligence on Criminal Activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighborhood/Community Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nightlife District Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School Security (K-12, college/university)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping Centers/Districts Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Event Security (concerts, sporting events, festivals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video Surveillance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please indicate)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q3 Based on your experience, how much do the following factors impact the growth and/or change you see in *private security/private policing services*?

	Does NOT Create Demand	Creates Some Demand	Creates Significant Demand
Business and Industry Demand for Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fear of Crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of Resources for Public Police	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private Security Offers Innovative Resources and Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor Community Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Demand for Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rising Crime Rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shrinking Public Police Force	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please indicate)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q4 Based on your experience, how effective are each of the following *private security/private policing services* in increasing public safety, and improving police-community relations?

	<b>Increasing Public Safety</b>		
	Ineffective	Somewhat Effective	Effective
Armed Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown/Business Improvement District Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fraud Investigations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeland Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligence on Criminal Activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighborhood/Community Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nightlife District Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School Security (K-12, college/university)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping Centers/Districts Security/Patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Event Security (concerts, sporting events, festivals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video Surveillance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please indicate)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q5 In your experience, have any *private security/private police services* in your jurisdiction resulted in challenges or negative outcomes? If yes, please describe.

Yes \_\_\_\_\_

No