

## MODULE 4: BUILDING COMMUNITY PARTNERSHIPS

**Day:** 2**Time:** 1.0 Hour**Level of Understanding:** Comprehension

Instructional Strategies:

- Lecture
- Large-Group Discussion
- TeachBack Moment

Module Equipment/Facilities:

- Standard Classroom Setup

Participant Materials/Handouts:

- Workbook 4.1: Building Community Partnerships Discussion

### Terminal Learning Objective

By the end of this module, you will be able to explain how to build partnerships with the community to better protect critical infrastructure.

### Introduction

Law enforcement agencies are under great pressure today to conduct all of their usual crime prevention and response activities, but also to perform a large volume of homeland security work — all in a time of limited budgets and resources. Private security organizations are under similar pressure to protect people, property, and information. They also must help the nationwide effort to protect the homeland from external threats, while keeping in mind the profits of the businesses they serve.

When law enforcement and private security organizations work together, both large and small law enforcement agencies can benefit. In large jurisdictions, the law enforcement workload may be too great for only one agency to carry out all the demands of the public. In smaller jurisdictions, security personnel may outnumber law enforcement personnel, who would benefit from working with security as a resource. Building partnerships is essential for successful homeland security.

### Module Topics

An outline of key topics and an approximate time plan are shown below.

Topic	Enabling Learning Objectives	Approximate Time
Module Introduction	<ul style="list-style-type: none"> <li>▪ Not Applicable</li> </ul>	5 minutes
Community Awareness Programs	<ul style="list-style-type: none"> <li>▪ Explain the benefits of increasing community awareness to better protect critical infrastructure.</li> </ul>	20 minutes
Partnering with Private Security Agencies	<ul style="list-style-type: none"> <li>▪ Explain the benefits of partnering with private security to better protect critical infrastructure.</li> </ul>	30 minutes
Module Summary	<ul style="list-style-type: none"> <li>▪ Not Applicable</li> </ul>	5 minutes

The module times are guidelines only. The actual time required may vary based on the experience level and interest of the participants or other factors encountered during the training session.

### Key Terms

Key Term	Description
Community awareness program	An interactive program designed to provide citizens with the basic tools needed to recognize and help prevent terrorism and criminal activity within our communities
Community partnerships	Law enforcement agencies and the community and organizations they serve working together for the purpose of developing solutions to problems and increasing trust in law enforcement
Suspicious activity	Any observed behavior that could indicate terrorism or terrorism-related crime

**Topic: Module Introduction****5 Minutes****Slide 1 Building Community Partnerships**

- Title Slide

*Graphic Description: US Flag and Seal*

**Module Preparation**

- **Timing and Methods:** Use the suggested time plan at the beginning of the module. As with all modules in this course, read all the content (Facilitator Guide and PowerPoint slides) and familiarize yourself with each facilitator note before class.
- Be thoroughly prepared for exercises, discussions, or other activities required for the module. Follow all facilitator notes. Use a combination of lecture, large-group discussion, small-group activities, and TeachBack moments.
- **Note:** If the facilitators feel that the participants do not have sufficient skills in English for the scenario at the end of the module to be read in English, before beginning this module ask one of the translators to prepare to read the two slides aloud to the class.

**Orientation to Participant Guide**

- When beginning this module:
  - Refer participants to the beginning of this module in the Participant Guide.
  - Note the list of addendums participants will use during this module. Explain that instructions for all exercises are included in the addendums.
  - Review the key terms, abbreviations, and acronyms before beginning the module.

**Slide 2 Module Objective**

- By the end of this module, you will be able to explain how to build partnerships with the community to better protect critical infrastructure

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- Briefly discuss the terminal learning objective.
- Highlight the key topics to be presented:
  - Community Awareness Programs
  - Partnering with Private Security Agencies
- Tell participants that they can use the information in this module to explain how to build partnerships with the community to better protect critical infrastructure.

**Topic: Community Awareness Programs****20 Minutes**

## Enabling Learning Objective:

- Explain the benefits of increasing community awareness to better protect critical infrastructure.

**Slide 3 Community Awareness Program**

- An interactive program designed to provide citizens with the basic tools needed to recognize and help prevent terrorism and criminal activity within our communities
- <https://www.ready.gov/community-preparedness>

*Graphic Description: Various types of people standing around a law enforcement officer*

- Remind participants of the definition of **community engagement** discussed in *Module 3: Community Engagement and Human Rights*: the process of fostering cooperation between community members and local government by establishing dialogue, building rapport, and strengthening relationships to enhance public safety and order.
- Define **community awareness program**: an interactive program designed to provide citizens with the basic tools needed to recognize and help prevent terrorism and criminal activity within our communities.
- Explain that community awareness programs are an important tool used by law enforcement agencies to foster community engagement.
  - May include classes or videos taught by public safety professionals.
  - May present information for the community about how to recognize certain behaviors and situations that might indicate suspicious activity. For example, the US Department of Homeland Security has a community awareness program that begins with hometown security and explains that disaster preparedness and public safety are shared responsibilities. The program provides citizens with information they need to do their part.
- If Internet is available and there is sufficient time, you may click on the link to show the participants what is available on the example website.

**Slide 4 Benefits of Community Awareness**

- Communication increases between the community and law enforcement
- The community becomes part of the solution
- Protection becomes everyone's responsibility
- Trust increases and fear decreases

*Graphic Description: Law enforcement officer talking to a person on the street*

- Explain that because terrorism affects us every day by influencing the way we live, work, and travel while at home and abroad, community awareness programs often produce the following benefits:
  - Communication increases between the community and law enforcement
  - The community becomes part of the solution

- Protection becomes everyone’s responsibility as citizens become more aware of **suspicious activities** around them
- Trust increases and fear decreases
- Define **suspicious activity**: any actions that by their nature cause an observer to believe the actions are unusual versus usual behavior.
- Explain that community awareness programs provide simple steps that each of us can take to:
  - Improve our ability to help prevent terrorism and criminal activity
  - Allow us to help protect our loved ones, our communities, and ourselves

### Slide 5 Discussion Question

- What types of community awareness programs exist in your nation?

*Graphic Description: No Graphic*

- Ask participants the following discussion question: **What types of community awareness programs exist in your nation?**
- Acknowledge responses.
- Write program names on flip-chart paper and post in the classroom.
- During the module, refer to the programs listed as they fit with module content.

### Slide 6 Elements of a Community Awareness Program (1 of 3)

- Partnerships:
  - Governments, industry, and communities
  - Open, mutual, and practical
  - Includes all levels of government
- Public service announcements

*Graphic Description: Camera operator filming two people for a public service announcement*

- Explain that the following elements will help a community awareness program be of most benefit to the participant’s country:
  - Establish open, mutual, and practical partnerships at all levels of your government and with industries and communities in your country.
  - Broadcast public service announcements on all forms of media, including social media, to increase public awareness about the program.

### Slide 7 Elements of a Community Awareness Program (2 of 3)

- Information for the public and partners about suspicious activity or behavior if observed:
  - Unusual items or situations
  - Observation of surveillance
  - Requests for information about military, security, business capabilities, or people

*Graphic Description: A man photographing a street sign with others taking notes*

- Provide information by way of print and media to the public and partners about what law enforcement considers to be unusual or suspicious activity or behavior if observed:
  - **Unusual items or situations** — be aware of unattended backpacks or parcels, or someone taking photographs of a security checkpoint or in an unauthorized area
  - **Observation of surveillance** — someone recording or monitoring activities around a security checkpoint or restricted area by using cameras, taking notes, drawing diagrams, making notes on maps, or using a vision-enhancing device such as binoculars
  - **Being asked for information** — people or organizations attempting to gain information about military operations, security measures, business capabilities or people; elicitation attempts may be made by mail, email, telephone, or in person and may include eavesdropping or a casual conversation

### Slide 8 Elements of a Community Awareness Program (3 of 3)

- Protection of citizens' privacy and civil liberties
- The process for reporting observations of suspicious activity

*Graphic Description: A man photographing an intersection*

- Protect citizens' privacy and civil liberties and explain how the program is going to maintain the confidentiality of people or organizations that submit reports.
- Provide information on the process for reporting observations of suspicious activity, such as phone numbers for immediate reporting by way of voice or text and addresses of websites, law enforcement offices, security offices of public transportation systems and all government sites, and security offices of private companies.

### Slide 9 Example — “If You See Something, Say Something”

- “It takes a community to protect a community. Informed, alert communities play a critical role in keeping our nation safe.”
  - <https://www.dhs.gov/see-something-say-something>

*Graphic Description: Woman on cell phone beside a commuter train stopped at a station*

- Explain that the US Department of Homeland Security campaign “If You See Something, Say Something” is a good example of a community awareness program.
  - The basis of the program is that if a person sees something he or she knows should not be there, or someone's behavior does not seem appropriate, say something to a law enforcement or security officer — or call the numbers in the announcements or on the posters.
  - Citizens are encouraged to report their observations about suspicious activity:
    - Who or what was seen
    - When it was seen
    - Where it occurred
    - Why it is suspicious

- Tell participants that at the website link provided on the slide there are a series of public service announcement videos created for this campaign.
- Tell participants that these videos are examples that they could use to create similar videos for their own communities in their countries.

### Slide 10 Example — Amtrak and Amtrak Police Department

- Txt-a-Tip Campaign
- Partners for Amtrak Safety and Security Program

*Graphic Description: Young woman's hands texting on a cell phone*

- Explain that the US National Railroad Passenger Corporation, commonly called Amtrak, and its law enforcement department have two good examples of community awareness programs:
  - Txt-a-Tip Campaign:
    - Passengers and employees can report suspicious activity, crime, or emergencies by using the texting functions on their phone.
    - Adds an extra line of defense as passengers are additional eyes and ears while in or around the stations, trains, and facilities.
    - The text message connects the person with a live Amtrak Police communications officer who will correspond directly by way of text message to learn more about the situation and determine the appropriate action.
  - Partners for Amtrak Safety and Security Program:
    - Based on a neighborhood watch philosophy, in which civilians agree together to keep an eye on one another's properties, patrol the street, and report suspicious incidents to law enforcement — people instantly recognize when something is unusual in familiar areas.
    - Members of the public who are familiar with outlying Amtrak property are an important addition to enhancing passenger security — the awareness and reporting of suspicious events or people could be critical in protecting the railroad and its passengers.

**Topic: Partnering with Private Security Agencies**

**30 Minutes**

Enabling Learning Objective:

- Explain the benefits of partnering with private security to better protect critical infrastructure.

### Slide 11 Partnering with Private Security Agencies (1 of 2)

- Community partnerships — law enforcement agencies and the community and organizations they serve working together for the purpose of developing solutions to problems and increasing trust in law enforcement

*Graphic Description: Law enforcement officer and community member making joint presentation*

- Define **community partnerships**: law enforcement agencies and the community and organizations they serve working together for the purpose of developing solutions to problems and increasing trust in law enforcement.
- Tell participants that the ability to protect a nation's critical infrastructure and contribute to homeland security efforts depends partly on the competence of private security practitioners.

### Slide 12 Partnering with Private Security Agencies (2 of 2)

- Protection of critical infrastructure
- Contribution to homeland security efforts
- Discussion question: What are some ways to add value to partnering with private security?

*Graphic Description: No Graphic*

- Explain that the ability to protect a nation's critical infrastructure and help security efforts depends partly on the competence of private security practitioners.
- Ask the following discussion question: **What are some ways to add value to partnering with private security?**
- Acknowledge responses. *If not provided by participants, add the following: Conducting joint training with these private security agencies would add value to the partnerships by sharing the important elements law enforcement agencies watch for in combating terrorism.*

### Slide 13 Benefits of Partnerships (1 of 3)

- For law enforcement agencies:
  - Assistance during emergencies
  - Combined effort to protect critical infrastructure
  - Additional personnel and skills
  - Evidence and incident knowledge
  - Decrease in calls for service

*Graphic Description: Officers from different law enforcement agencies*

- Explain the benefits of partnerships for law enforcement agencies:
  - Prepare private security to assist in emergencies (in many cases, security officers are the first responders)
  - Coordinate efforts to protect the nation's critical infrastructure; in many countries most is owned by the private sector or protected by private security
  - Gain additional personnel resources and skills not available in the agency
  - Make use of private sector special knowledge (in cybersecurity, for example) and advanced technology
  - Obtain evidence in criminal investigations (for example, through closed-circuit television recordings of a crime scene)
  - Gather better knowledge of incidents (through reporting by security staff)

- Reduce the number of calls for service

#### **Slide 14 Benefits of Partnerships (2 of 3)**

- For private sector security agencies:
  - Coordinating disaster planning
  - Obtaining training and services
  - Developing relationships to explain reporting processes
  - Increasing understanding of corporate needs

*Graphic Description: FBI agent training citizens*

- Explain the benefits of partnerships for private sector security agencies:
  - Coordinating their plans with the public sector in advance regarding evacuation, transportation, food, and other emergency issues
  - Obtaining training and services from law enforcement regarding threats, crime trends, and other matters; this training might be provided to the agencies free of charge
  - Developing relationships so that private agencies know whom to contact when they need help or want to report information
  - Building law enforcement's understanding of corporate needs such as confidentiality

#### **Slide 15 Benefits of Partnerships (3 of 3)**

- Joint benefits for both types of agencies:
  - Creative problem solving
  - Increased training opportunities
  - Information, data, and intelligence sharing
  - Force multiplier opportunities
  - Reduced recovery time following disasters
  - Access to the community through private sector communications technology

*Graphic Description: Training classroom and participants*

- Explain the joint benefits both types of agencies:
  - Creative problem solving allows for both types of agencies to exchange information, better understand each other's assets and capabilities, and work together to solve complex issues that may arise
  - Increased training opportunities exist when all agencies join in monthly drills and annual exercises
  - Information, data, and intelligence sharing increase the flow and exchange of information in both directions
  - Force multiplier opportunities involving personnel resources exist for both sides whenever a major event occurs
  - Reduced recovery time following disasters when there is a coordinated response plan between all agencies

- Access to the community through private sector communications technology, which may have access to media resources not available to law enforcement or government agencies; letting the public know that there is a joint effort between all agencies is also a benefit

### Slide 16 Elements of Successful Partnerships

- Shared mission
- Communication
- Leadership
- Adequate resources
- Mutual trust and respect

*Graphic Description: Officer on hand-held radio looking at security system monitors; group of community leaders meeting together*

- Explain that research and experience have identified the following elements of successful partnerships:
  - Shared mission:
    - Knowledgeable, committed staff who can carry forth the partnership's objectives
    - Measurement and evaluation of the mission
    - Mission statement
    - Tangible products and visible outcomes
    - Early successes
  - Communication:
    - Inclusion of significant stakeholders
    - Clear assignment of responsibilities
    - Regularly scheduled businesslike meetings with agendas and sharing of useful information
  - Leadership:
    - Commitment from the executives of the participating organizations
    - Strong leadership from both the public and private sectors
    - Shared power
  - Adequate resources (for example, funding, space, and staff) to address disasters or terrorist events when the partner agencies combine available resources
  - Mutual trust and respect between the agencies

### Slide 17 Building Community Partnerships Discussion (Workbook 4.1)



- Purpose: to discuss community partnerships, their importance, and strategies for development
  - Duration: 15 minutes (5-complete table; 10-discussion)
  - Group composition: participant pairs
  - Debrief: large-group discussion

*Graphic Description: No Graphic*

- Refer participants to **Workbook 4.1: Building Community Partnerships Discussion**.

- Tell participants to work in pairs to complete the table in the addendum.
- Discuss the directions for completing the table:
  - In the left column of the table, write down existing or desired community partnerships in their area of responsibility.
  - In the middle column, write down the reasons why this would be an important partnership.
  - In the right column, write down either the strategy they used or the strategy they think would work to acquire this partnership.
- Allow 5 minutes for the pairs to complete their tables and 10 minutes for discussion.
- Ask each pair to share one of their partnerships, reasons, and strategies with the class.
  - Encourage participants to write down new partnerships, reasons, and strategies in their table as other pairs share.
  - Ensure each pair has shared at least once.
  - After all pairs have shared once, ask if any pair has a partnership, reason, and strategy that has not yet been discussed.
- Tell participants that the next slides present a scenario about the importance of building community partnerships and the steps it requires.

### Slide 18 TeachBack Moment



- What are the benefits of increasing community awareness to better protect critical infrastructure?
- What are some of the benefits of partnering with private security to better protect critical infrastructure?

*Graphic Description: No Graphic*

- Conduct a TeachBack moment to assess how well the participants understand the content presented in this section of the module.
- Ask participants: **What are the benefits of increasing community awareness to better protect critical infrastructure?**
- Acknowledge responses. *If not provided by participants, add the following:*
  - *Communication increases between the community and law enforcement*
  - *The community becomes part of the solution*
  - *Protection becomes everyone's responsibility*
  - *Trust increases and fear decreases*
- Ask participants: **What are some of the benefits of partnering with private security to better protect critical infrastructure?**
- Acknowledge responses. *If not provided by participants, answers may be any one of the following:*
  - *Assistance during emergencies*
  - *Combined effort to safeguard critical infrastructure*
  - *Additional personnel and skill*
  - *Evidence and incident knowledge*
  - *Decrease in calls for service*
  - *Coordinating disaster planning*
  - *Obtaining training and services*

- *Developing relationships to explain reporting processes*
- *Increasing understanding of corporate needs*
- *Creative problem solving*
- *Increased training opportunities*
- *Information, data, and intelligence sharing*
- *Force multiplier opportunities*
- *Reduced recovery time following disasters*
- *Access to the community through private sector communications technology*
- Ask participants whether they have any questions about anything covered thus far.

<b>Topic: Module Summary</b>	<b>5 Minutes</b>
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<b>Slide 19 Module Summary</b>
<ul style="list-style-type: none"> <li>▪ Community awareness programs</li> <li>▪ Partnering with private security agencies</li> </ul>
<i>Graphic Description: No Graphic</i>



- Summarize the module by reviewing the following points:
  - **Community awareness programs**
    - Benefits
    - Elements
    - Examples
  - **Partnering with private security agencies**
    - Community partnerships
    - Benefits for law enforcement, private sector security, and both
    - Elements of successful partnerships
- Ask whether there are any questions about the contents of this module.
- Explain that *Module 5: Critical Infrastructure Components* will explain how to determine the functional components of critical infrastructure to establish the basis of a vulnerability analysis.