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THESIS

REDUCING THE THREAT OF TERRORISM THROUGH
KNOWLEDGE SHARING IN A VIRTUAL ENVIRONMENT
BETWEEN LAW ENFORCEMENT AND THE PRIVATE
SECURITY INDUSTRY

by

Jerry P. Gallagher

March 2008

Thesis Co-Advisors: Richard Bergin
                                 Nadav Morag

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To empower this resource as a terrorism prevention force multiplier the development of a web based virtual knowledge sharing initiative was explored in this study as a solution to provide "one stop shopping" for consumers of homeland security related needs from the private security industry.

The factors measured in this study indicate that private security leaders perceived significant value in the proposed initiative and that the current environment is one that would favor success. One factor that supports this finding was the strong positive bias displayed to the "trust" factor, which was identified in this research as the lubricant of exchange relationships. While leaders did not demonstrate a high level of concern regarding the threat of a local terrorist act occurring in the next five years, the sharing of threat information did indicate that complacency could be reduced and the level of interest/value of participating be increased through the sharing of threat knowledge. Industry leaders also clearly indicated a universal belief that private security should have a role in the mission of countering terrorism to include critical infrastructure.

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REDUCING THE THREAT OF TERRORISM THROUGH KNOWLEDGE SHARING IN A VIRTUAL ENVIRONMENT BETWEEN LAW ENFORCEMENT AND THE PRIVATE SECURITY INDUSTRY

Jerry P. Gallagher
Major, Kansas City Missouri Police Department
B.S., Park University, 1993

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March 2008**

Author: Jerry P. Gallagher

Approved by: Richard D. Bergin
               Thesis Co-Advisor

               Nadav Morag, Ph.D.
               Thesis Co-Advisor

               Harold A. Trinkunas, Ph.D.
               Chairman, Department of National Security
               Affairs

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ABSTRACT

Each day approximately 6,800 members of the private security workforce are deployed across Kansas City to provide protection services at venues, many of which have been identified as being critical infrastructure and/or key resources. While these guards are tasked with providing the first line of defense at these locations, there is currently no mechanism or protocol in place to facilitate a timely exchange of threat information between private security and the KCPD.

To empower this resource as a terrorism prevention force multiplier the development of a web based virtual knowledge sharing initiative was explored in this study as a solution to provide "one stop shopping" for consumers of homeland security related needs from the private security industry.

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I. INTRODUCTION

A. PROBLEM STATEMENT

The *National Strategy for Homeland Security* was implemented with the purpose of mobilizing and organizing the Nation to secure the U.S. homeland from terrorist attacks. The strategy recognized that this would be an exceedingly complex mission, requiring a coordinated and focused effort from our entire society to include the federal government, state and local governments, the private sector, and the American people. Further, the prevention of terrorist attacks within the United States was identified as the first priority of the plan's strategic objectives.[1]

Reducing vulnerability to potential targets was identified as a major prevention and deterrence component in a report issued in June 2003 by the U.S. Department of Homeland Security entitled: *The Office For Domestic Preparedness Guidelines For Homeland Security*.[2] Critical infrastructure protection is addressed in detail in the *National Infrastructure Protection Plan* (NIPP) in which DHS Secretary Michael Chertoff states, "the ability to protect the critical infrastructure and key resources (CI/KR) of the

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[1] Office of Homeland Security, *National Strategy for Homeland Security* (Washington, DC: Government Printing Office, 2002), vii.

[2] U.S. Department of Homeland Security, *The Office for Domestic Preparedness Guidelines for Homeland Security & Prevention* (Washington, DC: Government Printing Office, June, 2003), 2.

United States is vital to our national security, public health and safety, economic vitality, and way of life."[3]

Collectively, the national homeland security guidance referenced in the opening of this thesis clearly identifies the need for leaders to develop innovative approaches to mobilize the community in the efforts to prevent terrorism. This is especially vital as it relates to the protection of critical infrastructure and key resources as they provide the essential services that underpin American society. While it is not possible to protect or eliminate the vulnerability of all critical infrastructure and key resources throughout the country, strategic improvements in security can make it more difficult for attacks to succeed and can lessen the impact of attacks that may occur.[4]

The 9/11 Commission report identified that 85 percent of the nation's critical infrastructure is controlled not by the government but by the private sector and those members from the private sector are likely to be the first responders in any future catastrophes.[5] It would only stand to reason that the front line security forces working at these locations could potentially offer the best opportunity to also prevent a catastrophe provided they had access to timely terrorism trend and threat awareness updates. These factors make the private security industry a logical

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[3] U.S. Department of Homeland Security, National Infrastructure Protection Plan (Washington, DC: Government Printing Office, 2006), i.

[4] U.S. Department of Homeland Security, *Critical Infrastructure Identification, Prioritization, and Protection: HSPD-7* (Washington D.C.: Government Printing Office, December 2003), 1.

[5] Thomas H. Kean and Lee H. Hamilton, *The 911 Commission.*

Report(Washington, D.C.: National Commission on Terrorist Attacks upon The United States, 2004), 317.

starting point to pursue the expansion of current counter terrorism capabilities to protect these locations.

To empower this resource, it is incumbent upon law enforcement officials to pursue innovative approaches to establish real-time information sharing capabilities with the private security industry. The importance of security partners having access to robust information-sharing networks that facilitate the distribution of relevant intelligence and threat analysis and real-time incident reporting with security partners is an objective identified in the *National Infrastructure Protection Plan*.[6]

The challenge presented in coordinating and organizing an information sharing environment with this industry is the absence of any substantive connectivity with law enforcement. Currently the security industry professionals operating in Kansas City Missouri rely on limited contacts with police as well as listening to police scanners and the local news media to obtain crime updates. The lack of connectivity between the Kansas City Missouri Police Department (KCPD) and the private security industry significantly limits the ability to include the industry in a coordinated and focused counter terrorism effort. This lack of connectivity and engagement is a limiting factor that is restricting the empowerment of the industry and the nation's first priority of preventing terrorism.

Despite the prevention of terrorist attacks within the United States being identified as the nation's first priority, the Kansas City region has focused the majority of its resources/funding on the response to critical

infrastructure attacks rather than protecting against them. A fact that best exemplifies this is that the region has received in excess of 40 million dollars over the last four UASI budget cycles and has not spent a single dollar on the hardening of critical infrastructure, the preferred targets of terrorists. The only effort to protect critical infrastructure thus far has been the proposed target hardening at thirteen regional critical infrastructure locations through the Buffer Zone Protection grant which has yet to be funded. The lack of an organized effort to protect regional critical infrastructure has resulted in many of the regions most vulnerable sites along with their private security staff working at these facilities without an action plan designed to prevent, deter or mitigate the threat of a possible act of terrorism.

Forecasted grant reductions combined with anticipated funding needs required to proceed with pending unfunded phases of response initiatives has had a crippling affect on current and future efforts to advance critical infrastructure prevention initiatives which require financial support.

The Nation's critical infrastructure empowers and enables every aspect of our society and economy. From a homeland security perspective, fully functioning infrastructures are fundamental to all preparedness efforts. Consequently, critical infrastructures represent attractive targets to adversaries.[7]

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6 National Infrastructure Protection Plan, 9.

7 U.S. Department of Homeland Security, *Report of the Critical Infrastructure Task Force* ((Washington D.C.: Government Printing Office, December 2006), iii.

Each day approximately 6,800 members of the private security workforce are deployed across Kansas City to provide protection services at venues, many of which have been identified as being critical infrastructure and/or key resources. While these guards are tasked with providing the first line of defense at these locations there is currently no mechanism or protocol in place to facilitate a timely exchange of threat information between Private Security and the law enforcement community.

B.   PRIVATE SECURITY – AN UNTAPPED COUNTER TERRORISM RESOURCE

The data suggests that there is a tremendous opportunity to exponentially increase terrorism prevention capabilities by empowering the private security industry as a force multiplier through the real-time sharing of current and emerging threat information.

Experts on the Homeland Security Advisory Council wrote that the country's 800,000 law-enforcement officers alone constitute "95 percent of counterterrorism capability" in the United States and that "there is tremendous capacity outside of the law-enforcement community that supports our efforts to prevent attacks."[8] The 6,800 plus members of the private security industry licensed in Kansas City Missouri (2,800 of which are qualified to carry firearms) dwarf the approximate 800 police officers who patrol the streets of the city. Security officers whose full time jobs involve protecting the majority of the cities critical infrastructure represent a

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[8] Joe Fiorill,"Panel Seeks Broad Terrorism Information-sharing Changes" Govexec.com Global Security Newswire, December 13, 2004, http://www.nti.org/d_newswire/issues/2004_12_13.html, (Accessed 2/28/08).

tremendous capacity to significantly multiply counter terrorism capabilities provided they have been exposed to the knowledge to increase their capability to report, detect, identify and possibly interdict potential acts of terrorism.

The International Association of Chiefs of Police conducted an assessment on the current state of homeland security efforts in the United States. In their report entitled, *From Hometown Security to Homeland Security*, it was identified that a key element of a locally designed homeland security strategy is the necessity to maintain a broad-based effort that will build the nation's prevention and response capabilities from the ground up. The report also drew attention to the significance of mounting effective anticrime programs, which also serve as effective antiterrorism programs.[9] As the first line of defense at a majority of the regions critical infrastructure, the private security industry is the ideal resource to enlist in strengthening the regions prevention and deterrence capabilities from the ground up. The proper awareness from of the real-time exchange of current and emerging threat information on the part of members of the private security industry, many of whom are currently providing a broad range of crime prevention/public safety responsibilities at various venues/ locations throughout the city, represents a viable option to exponentially expand current capabilities to recognize, report and possibly prevent or deter terrorist activity.

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[9] International Association of Chiefs of Police, *From Hometown Security to Homeland Security* (Washington D.C.: International Association of Chiefs of Police May 2005), 6.

C.   BUILDING ON PAST SUCCESSES

Private Security leaders have demonstrated in the past that they are interesting in collaborating with law enforcement in efforts to promote improving the industry. In 1997 the industry and law enforcement worked together to successfully lobby state legislators to raise hiring standards by mandating pre-employment testing for all applicants. This was no easy task and demonstrated that industry leaders and law enforcement can successfully work together to institute improvement concepts.

Consumers of security in Kansas City have also demonstrated that they are willing to make security a priority after the events of September 11, as licensed guards have increased from 4,200 to the current level of 6,800 plus.

There is also evidence which supports that raising threat awareness for front line personnel can positively impact their ability to detect, identify and/or interdict potential terrorist activity. The *Counter Terrorism Patrol Strategy* which was developed as a thesis project for the Naval Post Graduate School Center for Homeland Defense and Security by Major Thomas Dailey of the Kansas City Missouri Police Department has produced undeniable results that awareness training can be effective while at the same time remaining affordable. While it is not conceivable for private security guards to attend the same 16-hour block of

training, it is possible to share a majority of this knowledge and insight via a virtual information sharing network.[10]

As a student of the Naval Postgraduate School Center for Homeland Defense and Security, Matthew J. Simeone conducted an analysis of the potential benefits of developing virtual public-private partnerships (VP3) as a thesis project. His study found that VP3s and the creation of virtual communities can form laboratories for study in how to best integrate law enforcement and private sector information sharing as well as how to best manage information in a way that keeps multiple tiers of users informed and engaged.[11] He also concluded that the implementation of a virtual public-private partnership would enhance local law enforcements intelligence-led policing capacity, and can ultimately achieve greater levels of public safety and homeland security.[12]

It is the author's belief that the successful deployment of a virtual knowledge sharing initiative in Kansas City to network law enforcement with private security to create a real-time exchange of current and emerging threat information along with network based counter-terrorism awareness training would prove to be a vital tool to counter the threat of terrorism. It is further believed

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[10] Thomas J. Dailey, "Implementation of Office for Domestic Preparedness Guidelines for Homeland Security Prevention and Deterrence" (Master's Thesis, Naval Postgraduate School, March 2005), ii.

[11] Matthew J. Simeone Jr., "The Integration of Virtual Public-Private Partnerships into Local Law Enforcement to Achieve Enhanced Intelligence-Led Policing" (Master's Thesis, Naval Postgraduate School, September 2007), 109.

[12] Ibid., 110

that the model produced could be used as a template for other regions to expand their counter-terrorism efforts with an emphasis of protecting their critical infrastructure.

D. RESEARCH QUESTION

This study will investigate the feasibility of establishing a virtual "communities of practice" that facilitates knowledge sharing and collaboration between the private security industry and law enforcement. This study will examine factors that influence an environment in which knowledge sharing and collaboration are most likely to succeed, and more specifically what industry leaders perceive as their role in countering the threat of terrorism and its implications for the national Critical Infrastructure.

As a profit driven industry, private security will need to determine if the value of participating in an virtual community of practice will be a priority that competes with established priorities such as crime prevention, work place violence and employee theft.

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II. LITERATURE REVIEW

The National Strategy for Homeland Security identified prevention as the first of four goals. Historically, this responsibility has been primarily relegated to law enforcement officers. With the significantly increased threat of terrorism to the nation following the events of September 11th, it has been recognized that the law enforcement community must partner with the public and private sector to maximize counter-terrorism efforts.

This review which consisted primarily of federal government documents, scholarly journal articles, magazine articles and textbooks, has been organized by sub-topics respective to fostering law enforcement and private security collaboration to counter-terrorism. The sub-topics are as follows:

- Identifying the need; Law enforcement and the private security industry must manage resources against many existing priorities. This section of the review focuses on literature that demonstrates a need exists to expand the nation's capability to counter terrorism.

- Establishing connectivity; this section of the review displays the potential benefits of establishing real-time information sharing capabilities between law enforcement and the private sector.

- Awareness: a critical component; This section of the review researches the value of exposing front line resources to threat awareness information.

- Fostering change; Law enforcement and the private security industry have a poor relationship as it relates to collaboration. This section studies the steps that will need to be embraced to change existing culture.

- Recognizing limiting factors; this section identifies factors that exist within the private security industry that are perceived as limitations to their potential for expanded effectiveness.

- Communities of practice; this section identifies the potential value that exists in developing a community of practice to share knowledge for a common goal.

A.   IDENTIFYING THE NEED

The National Strategy for Homeland Security was implemented with the purpose of mobilizing and organizing the Nation to secure the U.S. homeland from terrorist attacks. The strategy recognized that this would be an exceedingly complex mission, requiring a coordinated and focused effort from our entire society to include the federal government, state and local governments, the private sector, and the American people.[13]

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[13] National Strategy for Homeland Security, vii.

In June of 2003 the U.S. Department of Homeland Security released a report entitled: *The Office For Domestic Preparedness Guidelines For Homeland Security*, which provided a list of the most critical tasks reflecting a base of key actions or activities representing a "framework for prevention" that each jurisdiction should consider in adapting to the exigencies of terrorism. This was accomplished through the use of multi-discipline subject mater experts who identified objectives which were considered most appropriate to prevent WMD attacks and threats of terrorism, of all varieties. The report stressed that collaboration is critical for agencies, organizations and jurisdictions in order to develop a framework for prevention which should be unique to the jurisdiction's capabilities, threats, vulnerabilities, and risks, as well as the available resources.[14] The guidelines were divided into functional categories which included Collaboration, Information Sharing, Threat Recognition, Risk Management, and Intervention.

Reducing vulnerability to potential targets was identified as a major component identified in the framework for prevention.[15] These guidelines explicitly incorporate the private sector into the prevention and deterrence mission; however, no reference was made which specifically identified the role of the private security industry.

Critical infrastructure protection is addressed in detail in the *National Infrastructure Protection Plan* (NIPP) in which DHS Secretary Michael Chertoff stated, "the ability

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[14] Office for Domestic Preparedness Guidelines, 3.

[15] Ibid., 4.

to protect the critical infrastructure and key resources (CI/KR) of the United States is vital to our national security, public health and safety, economic vitality, and way of life."[16] While the NIPP claims that clearly defined roles and responsibilities have been set forth in the plan for private sector security partners, the few times in which private security was mentioned in the document would lead one to believe that it was not considered an integral protection component.

On November 12, 2004, the Congressional Research Service issued a report for Congress entitled: *Guarding America: Security Guards and U.S. Critical Infrastructure Protection*. The report specifically identifies the lack of any state or federal policy which explicitly addresses critical infrastructure security personnel as a distinctive group. Concern was also raised regarding the challenge to federally fund counter-terrorism efforts for critical infrastructure guards as 87 percent of these guards are in the private sector. With the widely perceived need for greater critical infrastructure protection, some in Congress are examining the adequacy of current U.S. counter-terrorism activities, including the role and capabilities of security guards. According to the Bureau of Labor Statistics (BLS) there were approximately 1,022,000 security guards working in the United States in 2003.[17] Rough estimates from the BLS (2002) reflected that approximately 122,000 (28%) were

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[16] National Infrastructure Protection Plan, i.

[17] Paul W. Parfomak, *Guarding America: Security Guards and U.S. Critical Infrastructure Protection* (Washington D.C.: Congressional Research Service, 2004), 5.

assigned to protect critical infrastructure.[18] Counter-terrorism training was identified as an important part of the professional development of effective critical infrastructure guards. Post 9/11 counter-terrorism training has increased for law enforcement; however, there is no evidence that this is occurring with security guards other than airport screeners and nuclear facility security personnel. Experts on the Homeland Security Advisory Council wrote that the country's 800,000 law-enforcement officers alone constitute "95 percent of counterterrorism capability" in the United States and that "there is tremendous capacity outside of the law enforcement community that supports our efforts to prevent attacks."[19] It adds that businesses own "85 percent of our nation's critical infrastructure" and must be key players in information sharing."[20]

B.   ESTABLISHING CONNECTIVITY

On October 16, 2006, the U.S. Department of Homeland Security, Office of the Secretary, issued a bulletin for law enforcement of remarks by the Secretary of the Department of Homeland Security Michael Chertoff at the International Association of Chiefs of Police annual conference. Secretary Chertoff's remarks reinforced the assertions made by the Major Cities Chiefs Association as he discussed the need for increased, more robust and quicker sharing of information, and increased sharing of situational awareness so that

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[18] Paul W. Parfomak, *Guarding America: Security Guards and U.S. Critical Infrastructure Protection* (Washington D.C.: Congressional Research Service, 2004), 6.

[19] Fiorill, Panel Seeks Information-sharing Changes.

[20] Ibid.

threats can be addressed as soon as they appear on the horizon. He also discussed the increasing threat of homegrown plots involving local people, American citizens, who may become radicalized over the internet or because of a recruiter, capable of carrying out the kind of attack attempted in London last year. He further identified the need to share real-time, immediate threat information with communities when faced with a potential emergency. [21]These points strongly indicate that there is an immediate need to develop an information sharing network between law enforcement and the private security industry.

One of the biggest challenges involved in engaging the private security industry is the fact that they are disconnected from law enforcement. Maintaining fiscal responsibility must be a concern in pursuing a public-private network solution as it is highly unlikely that this profit driven industry will embrace financing an expensive initiative for which the benefits are unproven. Matthew J. Simeone from the Nassau County N.Y. Police Department authored an article which clearly demonstrated[22] that connectivity with the private sector does not require elaborate equipment or considerable staffing. The article entitled: *The Power of Public-Private Partnerships*: *P3 Networks in Policing*, presented the case for establishing internet-based public/private partnership networks that allow law enforcement agencies to leverage the vast

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[21] U.S. Department of Homeland Security, Remarks by the Secretary of Homeland Security Michael Chertoff at The International Association of Chiefs of Police Annual Conference (Washington D.C.: U.S. Department of Homeland Security, 2006), 4.

[22] Matthew J. Simeone, Jr., "The Power of Public-Private Partnerships: Ps Networks in Policing," *National Academy Associate Magazine* 8, no. 1 (January/February 2006): 28.

resources of the private sector to significantly enhance public safety. To support this claim the author references an outcome from the IACP/COPS National Policy Summit which was held in January of 2004 which was the realization that the protection of the nation's critical infrastructure depends partly on the competence of private security practitioners and that building partnerships is essential to homeland security. Furthermore, with the public sector tending to have information regarding threats, but the private sector tending to have control over vulnerable sites, fertile ground exists for developing partnerships that serve both needs.[23] The author systematically described how his organization, the Nassau County N.Y. Police Department, developed a public/private information network utilizing an email-based system which offered the benefits of relatively low cost and minimal allocation of personal resources necessary for implementation while providing considerable connectivity and utility in a system that is relatively simple and easy to use. This successful initiative demonstrates the power of sharing knowledge and the potential that exists by bringing law enforcement and private security together in a virtual learning community.

C.   AWARENESS: A CRITICAL COMPONENT

The Counter Terrorism Patrol Strategy briefly described in the opening chapter of this thesis, is an initiative which has proven that awareness training can be a critical component in any strategy to counter-terrorism. The project

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[23] Matthew J. Simeone, Jr., "The Power of Public-Private Partnerships: Ps Networks in Policing," *National Academy Associate Magazine* 8, no. 1 (January/February 2006): 18.

developed by Major Thomas Dailey of the KCPD incorporated the tasks and activities delineated in the *Office for Domestic Preparedness Guidelines for Homeland Security* as a "framework for prevention" to create teachable blocks of prevention and deterrence training tailored specifically for police officers.[24] Once completed, Kansas City officers were given 16 hours of training to increase their capability to detect, identify and interdict potential terrorist, in conjunction with the community, as part of their duties. While the classified nature of the most significant results of the initiative limits the ability to qualify the level of success achieved, the mere fact that over 30 individuals on the terrorist watch list have been stopped and in some cases arrested by KCPD officers who received the awareness training, provides validation that awareness can make a difference.

The lessons learned from tailoring a prevention and deterrence model for the law enforcement community from the "framework for prevention" provided by the *Office for Domestic Preparedness Guidelines for Homeland Security* demonstrates the value of empowering those who are most likely to come into contact with potential terrorist while performing their regular duties.

The most comprehensive law-enforcement approach to utilize private security to counter terrorism can be found in a report issued by the Major Cities Chiefs Association entitled: *Terrorist Threat Guidelines Recommended Operational Policies for Local Law Enforcement Agencies*. Supported by the U.S. Department of Homeland Security, chief

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[24] Dailey, Implementation of O.D.P. Guidelines, ii.

law enforcement executives representing law enforcement from the largest metropolitan areas of the United States, and the seven major Canadian jurisdictions, developed the guidelines while participating in executive workshops. The report is a three-part series which corresponded to three project committees appointed to develop threat-level policies as follow:

- Part 1: State/Local Agency Communication, Coordination, and Public Notification.

- Part 2: Protective Measures – Critical Infrastructure and Key Resources.

- Part 3: Preventive Measures – Intelligence, Investigations, and Interdiction.[25]

These committees made several recommendations which overwhelmingly supported utilizing the private security industry in efforts to counter terrorism. Of particular significance was the need for private security to be familiar with the signs and situations that may indicate terrorist attacks, recognizing that because they are the most likely to run across precursors to terrorist activities, they need to know what to look for and how to deal with threats they may confront. This report also identified the need for establishing formal communications with all first responder agencies in the region as well as private security representatives.[26]

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[25] Major Cities Chiefs Association, *Terrorist Threat Guidelines Recommended Operational Policies for Local Law Enforcement Agencies* (Washington D.C.: Major Cities Chiefs Association 2004), iii.

[26] Major City Chiefs Association, *Terrorist Threat Guidelines*, 9.

An article published in the *Washington Post* by Ylan Q. Mui entitled: "*From Monitoring Teens to Minding Terrorists*," offers insight into a new program being developed by the International Council of Shopping Centers, and the Homeland Security Policy Institute at George Washington University intended to provide shopping mall security guards with 14 hours of anti-terrorism awareness training. The training was developed as the first standardized anti-terrorism curriculum written for the nation's estimated 20,000 mall security guards, focusing on making guards more aware of the effects of terrorist attacks and helping them recognize potential attackers. The article also quoted a report released early in 2006 under leadership of the Police Foundation, a Washington D.C. think tank, which highlighted poor training of mall officers in terrorism awareness and response as one of the industry's main challenges. Recent foiled terrorist incidents were also used to support the need for training, including the arrest in December of 2006 of a man plotting to use hand grenades and a pistol to disrupt Christmas shopping at a Rockford, Illinois mall and the indictment of a Columbus, Ohio, man with alleged ties to al-Qaeda for wanting to shoot up a local mall two years ago.[27] While this article was very supportive of the concept of training/empowering private security to counter terrorism, the effectiveness of the training was also questioned because of the traditionally high turnover within the industry according to estimates from the Service Employees International Union.

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[27] Ylan Q. Mui, "From Monitoring Teens to Minding Terrorists," *Washington Post*, January 3, 2007 www.washingtonpost.com/wp-dyn/content/article/2007/01/AR2007010201094 [Accessed 1/15/2007].

D.   FOSTERING CHANGE

Literature which addresses fostering change may be beneficial to consider as law enforcement-private sector partnerships are likely to require organizational and cultural changes. In his book, *Leading Change*, John P. Kotter, Leadership Professor at Harvard Business School, claims that the first step in leading change is establishing a sense of urgency. He specifically argues that change initiatives will be dead on arrival in a complacency filled organization.[28] Another important step posited is to create a guiding coalition. Because major change is so difficult to accomplish, a powerful force is required to sustain the process.[29] It was recognized that vision plays a key role in producing change by helping to direct, align, and inspire action on the part of large numbers of people and that it is important to ensure that the vision is sensible.[30] Major change, according to Kotter, is usually impossible unless those involved are willing to help, to the point of making short-term sacrifices. However, people will not make sacrifices, even if they are unhappy with the status quo, unless they think the potential benefits of change are attractive and unless they really believe that a transformation is possible. The absence of credible communication, and a lot of it, means that the hearts and minds will never be captured.[31]

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[28] John P. Kotter, *Leading Change* (Cambridge, Mass.: Harvard Business School Press, 1996), 35.

[29] Ibid., 51.

[30] Kotter, *Leading Change*, 7.

[31] Ibid., 9.

E.   RECOGNIZING LIMITING FACTORS

Limited or non-existent requirements for background checks, minimal required training, low pay and high turnover are all issues that have plagued the private security industry for decades. A 2003 study showed that contract guard annual salaries averaged $ 19,400, less than half the average salary for police and well below the average U.S. salary for all occupations.[32] Accompanying below average pay has been low standards as less than half the states have licensing requirements which authorize federal criminal background checks for contract security guards. Disturbingly, 16 states have no requirements for background checks.[33] Heightened concern since 9/11 has prompted some legislators to call for increased federal background screening to help determine whether or not employees pose a threat to the facilities and persons they are suppose to protect.[34]

Figures from 2004 indicated that only five states required training ranging between 25 and 48 hours, while 29 states had no training requirement at all. Information on security guard training requirements in other countries is less readily available; however, several countries in the European Union required more training than the most comprehensive U.S. state requirements.[35] Perceived limitations in state-mandated security guard training have

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[32] Parfomak, *Guarding America*, 13.

[33] Ibid., 15.

[34] Ibid., 15.

[35] Ibid., 9.

prompted some policy makers to specifically call for greater counter terrorism training requirements.

U.S. security guard employment trends between 1999 and 2003 reflected an 11% decrease in total guards while the number of police increased 6% during the same period. This decline would appear to contradict popular perceptions about the importance of security guards in stepping up protection efforts. Some suggested that due to the U.S. economic recession which followed 9/11, many companies were forced to cut expenses to maintain profitability. The quantity of guards was not seen as necessarily ensuring the quality of protection as additional guards who are not trained to recognize a potentially "guardable" attack may be no more likely to respond to it effectively than fewer guards. Low pay and high turnover were both seen as limiting factors to maintaining a well-qualified pool of workers. Higher pay was recommended for critical infrastructure positions, noting that resistance would be likely since the industry is a highly cost-competitive business.[36]

F.   COMMUNITIES OF PRACTICE

A proven approach to share knowledge is through the development of communities of practice. In the book, *Cultivating Communities of Practice*, the authors demonstrate that there is considerable value to be realized by the efficient management of knowledge. One such example was the use of communities of practice within the Chrysler Corporation, which was credited with saving the company from going out of business. The efforts to share knowledge with

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[36] Parfomak, *Guarding America*, 8.

design, engineering, manufacturing, and sales reduced the product development cycle from five to two and a half years.[37] "Communities of Practice" were defined as groups of people who share a concern, a set of problems, or a passion about a topic that deepen their knowledge and expertise in the area by interacting on an ongoing basis, Communities of Practice is a proven approach to share knowledge and increase awareness. This book identified several steps to promote success along with some potential downfalls that needed to be avoided.

G.   CONCLUSIONS AND FINAL THOUGHTS ON THE LITERATURE

This review demonstrates that a legitimate need exists to expand the nation's terrorism prevention efforts beyond the law enforcement community. Numerous federal government reports indicate that there is an immediate need to share real-time threat awareness information with the private sector. With 87 percent of the guards protecting the nation's critical infrastructure coming from the private sector, this literature supports the need to provide these front-line protectors of preferred terrorist targets with current and emerging threat information.

While there is literature that would suggest that there are many limitations regarding what can be expected of private security guards, many who have received minimal or no previous training and in some states are not required to undergo criminal history background checks, there is also literature that supports that benefits of educating everyone

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[37] Etienne Wenger, Richard McDermott, William Snyder, *Cultivating Communities of Practice* (Boston, Massachusetts: Harvard Business School Press, 2002), 2.

in the community. A terrorism awareness course that was given to Kansas City, Missouri police officers has successfully demonstrated that there are tremendous counter terrorism benefits to be realized from sharing knowledge with those who are most likely to come into contact with potential terrorists while performing their regular duties. This review further demonstrated that the development of a Community of Interest is a proven approach to bringing together groups of people and or organizations who share a concern or set of problems to significantly enhance their overall capability to share knowledge in a timely and efficient manner.

This literature review will be utilized as the foundation from which variables will be identified that may impact the potential success of the initiative. The measured responses to these variables from private security leaders will be a critical component in assessing the feasibility and potential value of the initiative.

H.   THEORIES HYPOTHESIZED FROM LITERATURE

One factor that will need to be considered is if adequate trust exists to form this collaborative partnership, allowing the change process to occur. Lower levels of trust may prove to be an indicator that private security leaders will be hesitant to invest in the sharing/reporting of suspicious activity. A measurement of trust that may influence the success of this initiative is the beliefs of industry leaders regarding whether the sharing of information will be a two way exchange. If a majority of private security leaders feel that law

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enforcement is only interested in collecting information and not sharing it, measures will need to be taken to convince industry leaders otherwise.

Identified in the *National Strategy* as the enemy of innovation, complacency is a variable that must be considered in this study. The information sharing need identified in this literature review and the resulting absence of sharing threat information with the industry may contribute to a lack of desire to participate. This study will need to determine if security leaders have become complacent regarding the need to counter the threat of terrorism and then evaluate if the sharing of threat information as a treatment, will have any effect as a cure.

Another factor that needs to be examined is the value of providing video counter terrorism training via a virtual environment. This study will need to determine if there is any correlation between the desire to receive training and the willingness to participate in sharing/reporting of suspicious activity and lessons learned with the industry and law enforcement. An assessment will also need to be made of the value of counter terrorism topics so that priorities can be established.

Fiscal impact and long term sustainability are issues that must receive serious consideration when proposing a new initiative. This study will need to determine if there would be value in merging the proposed initiative with the Critical Incident Site Management (CISM) initiative, which is a technology based initiative being provided to the private security industry.

III. METHODOLOGY

A. OVERVIEW

A survey is being utilized to measure perceptions of private sector security leaders regarding factors related to the research questions identified in the first chapter. The following is a list of the factors mapped to the identified research questions.

1. **Factors that Influence an Environment in Which Knowledge Sharing and Collaboration are Most Likely to Succeed.**

   <u>Factors</u>

   - Level of trust in the KCPD

   - Level of complacency in the industry

   - Would increased sharing of the threat decrease complacency

2. **What Industry Leaders Perceive Their Role in Countering the Threat of Terrorism Posses to Our Nation's Critical Infrastructure?**

   <u>Factor</u>

   - Industries role in countering terrorism

3. **Determine if the Value of Participating in a Virtual Community of Practice will be a Priority That Competes with Established Priorities Such as Crime Prevention, Work Place Violence and Employee Theft.**

- Interest to participate in a virtual knowledge sharing initiative

- Would increase sharing of the threat increase participation in a virtual knowledge sharing initiative

The survey research will also attempt to determine if there are any significant relationships between factors that provide insights into their predicative value. Specifically, do lower levels of trust and/or high levels of complacency predict lower levels of interest to share information with the KCPD as well as other leaders within the industry?

The survey will also measure the value of the Critical Incident Site Management Initiative (CISM) which is a technology based project currently being made available to the private security industry. These findings will help determine if value exists in linking both technology based initiatives.

B.   SAMPLE POPULATION

To work in a security capacity in Kansas City, Missouri, guards must work for a security company which has been licensed by the KCPD Board of Police Commissioners. In order to establish a company, the owner(s) must meet several state mandated requirements which include:

- Securing a minimum of one million dollars of liability insurance which must also include the KCPD Board of Police Commissioners as the additional insured and certificate holder.

- Registering with the Secretary of State.

- Procuring a Kansas City, Missouri occupational license.

- Meeting the same licensing standards for guards established in Title 17, Code of State Regulations.

There are currently 222 private security companies licensed to operate in Kansas City, Missouri. These companies vary in size, from as small as one licensed guard to companies with over 500 licensed guards. Since the larger companies offer the greatest potential to create a counter terrorism force multiplying opportunity, it was determined that the optimum choice for predicting the future success of this initiative was in surveying all companies that met an established staffing threshold.

A review of the 222 licensed companies revealed that 56 of the companies employ 25 or more guards. This survey will be presented to the highest level company representative available from each of the identified 56 companies.

C.   SURVEY

The survey developed contains a total of 32 items. The first seven items inquire about demographical information about respondent and their company. Each of the next 24 items is designed to measure one of 8 identified factors, with three items measuring each factor. To avoid a positive bias, one item measuring each variable has been worded in a negative tense. Each of these 24 items uses a seven point Likert scale ranging from strongly disagree to strongly

agree. The items phrased in a positive tense will be assigned points on a seven point Likert scale for the following responses:

1-Strongly Disagree
2-Disagree
3-Somewhat Disagree
4-Undecided
5-Somewhat Agree
6-Agree
7-Strongly Agree

The items phrased in a negative tense will be assigned points on a seven point Likert scale for the following responses:

7-Strongly Disagree
6-Disagree
5-Somewhat Disagree
4-Undecided
3-Somewhat Agree
2-Agree
1-Strongly Agree

An account has been established by the author on Surveymonkey.com to distribute the survey in electronic form. This will allow the survey to be accessed by respondents once they have been provided with a link to the survey.

The first factor being measured is the perceived level of trust in the KCPD by private security leaders. From these results a deduction will be made regarding any correlation between a lack of trust and the willingness to participate.

The next factor being measured is the level of complacency. These results will help determine if private

security leaders think that terrorism is a legitimate concern. Additional factors will measure opinions regarding their role in countering terrorism, current counter terrorism capabilities, and their interest to participate in a virtual knowledge sharing initiative.

Presented as a potential treatment for existing complacency, a brief description has been provided of a post 9/11 terrorism related arrest by KCPD officers as an example threat update. This update shares insight into the arrest of a subject wanted on a warrant charging possessing weapons of mass destruction material. Questions are then asked to measure if any changes have occurred in the variables of complacency and their interest to participate in a virtual knowledge sharing initiative.

The last question provides a description of the CISM initiative and then measures the perceived value of collaborating with the KCPD to develop electronically available site plans for their properties.

Please see Appendix A for survey.

D.   SURVEY IMPLEMENTATION

Title 17 of the *Missouri State Code of Regulations*, mandates that all companies and individual members working in a private security capacity must be licensed by the Private Officers Licensing Section (POLS) of the KCPD. Working with the staff of the POLS, the author obtained a listing of all 222 private security companies currently licensed. The POLS staff then assisted the author in identifying the companies which had 25 or more licensed private security employees. This resulted in the

identification of 56 companies. The next step in the process was pulling the company director/manger or supervisor information from the POLS records system.

This information will be utilized by the author to contact each of the companies to initiate the survey process. This will be accomplished in a uniform approach, with each contact being made via the telephone by the author. The primary purpose of the contact will be to inform them of the request to participate in the anonymous electronic survey and to obtain an active email address so that a survey link can be sent to them. A script has been prepared to ensure that each of the potential respondents receive the same information regarding the request to participate.

Please see Appendix B for the Telephone Script.

Once all the identified company directors/managers or supervisors have been contacted via telephone and the email addresses collected, a link to the survey will be sent simultaneously to all 56 company representatives. Once sent, all potential respondents will be given 10 days to complete the survey. The survey link will be included with a scripted letter in the email informing the potential respondents of the purpose of the survey and of the anonymity of their responses.

Please see Appendix C for Scripted Introduction to Survey.

IV. FINDINGS AND ANALYSIS

A.   SURVEY RESPONSE RATE

The survey was sent electronically to the highest level company representative available from each of the 56 companies identified having 25 or more licensed security guards. Representatives were given 10 calendar days to complete the survey with electronic reminders being sent to each with 5 remaining days, and then again with 2 remaining days. In total there were 45 surveys initiated; however 7 of the attempts were incomplete as one or more questions were left unanswered.

As noted in the social research textbook, *Social Research Methods: Qualitative and Quantitative Approaches* by Lawrence Neuman, the failure to get a valid response from every sampled respondent weakens a survey. This was noted as being especially true if those who did not respond differ from those who responded. It was further noted that public cooperation in survey research has declined over the past 20 to 30 years, with refusal rates as high as 30 percent in the United States.[38]

It was recognized that the inclusion of incomplete surveys would skew the ability to infer deductive assumptions from the produced data. For this reason the partially completed surveys were not included in the study. This resulted in the elimination of 7 partially completed surveys and resulted in a final total of 38 surveys being

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[38] Lawrence W. Neuman, *Social Research Methods: Qualitative and Quantitative Approaches* (Boston, MA: Allyn and Bacon, 2003), 285.

considered. This equated to a 67.86 percent voluntary participation rate of the 56 companies identified.

B. FACTORS TESTED

This study examined factors which were identified as relevant in answering identified research questions regarding the feasibility of the private security industry collaborating with law enforcement to develop a virtual "communities of practice" virtual knowledge sharing initiative. Below is a list of the factors mapped to the research question.

1. **Factors that Influence an Environment in Which Knowledge Sharing and Collaboration are Most Likely to Succeed.**

    <u>Factors</u>

    - Level of trust in the KCPD

    - Level of complacency in the industry

    - Would increased sharing of the threat decrease complacency

2. **What Industry Leaders Perceive Their Role in Countering the Threat of Terrorism Posses to Our Nation's Critical Infrastructure?**

    <u>Factor</u>

    - Industries role in countering terrorism

3. **Determine if the Value of Participating in a Virtual Community of Practice will be a Priority That Competes with Established Priorities Such as Crime Prevention, Work Place Violence and Employee Theft.**

<u>Factors</u>

- Interest to participate in a virtual knowledge sharing initiative

- Would increase sharing of the threat increase participation in a virtual knowledge sharing initiative

C.   CONSTRUCT VALIDITY

Construct validity refers to the degree to which inferences can legitimately be made from the operationalizations in a study, to the theoretical constructs on which those operationalizations were based.[39]

To first step in this process was conducting an analysis utilizing the statistical analysis program SPSS 15.0. SPSS allows the user to take data from almost any type of file and use them to generate tabulated reports, charts, and plots of distributions and trends, descriptive statistics, and complex statistical analyses.[40]

Once data sets were computed with the SPSS program for each factor, the Cronbach's alpha function in the SPSS program was utilized to test for convergent validity. The Cronbach's alpha test measures a survey's internal consistency. This test assesses the reliability of a rating summarizing a group of test or survey answers which measure some underlying factor (variable). A score is computed from each test item and the overall rating, called a 'scale' is

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[39] Research Methods Knowledge Base, "Construct Validity," http://www.socialresearchmethods.net/kb/constval.php (Accessed 1/30/08).

[40] Kansas State University, SPSS Tutorial http://www.k-state.edu/cns/software/spss/SPSSBriefGuide150.pdf (Accessed 1/30/08).

defined by the sum of these scores over all the test items. Then reliability is defined to be the square of the correlation between the measured scale and the underlying factor the scale was supposed to measure.[41]

By convention, a lenient cut-off alpha score of .60 is common in exploratory research; alpha scores should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale."[42]

It is relevant to note that Cronbach's alpha increases as the number of items in the scale increases, even controlling for the same level of average intercorrelation of items. This assumes that the added items are not bad items compared to the existing set. Increasing the number of items can be a way to push alpha to an acceptable level. This reflects the assumption that scales and instruments with a greater number of items are more reliable. It also means that comparison of alpha levels between scales with differing numbers of items is not appropriate.[43]

In addition to calculating Cronbach's Alpha value from the item data for each factor, SPSS has an added feature that allows researchers to estimate the alpha value if a selected item were to be removed from the model. This function, entitled "Cronbach's Alpha if Item Deleted,"

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[41] About.Com Economics, http://economics.about.com/cs/economicsglossary/g/cronbachalpha.htm, (Accessed 1/30/08).

[42] David G. Garson, "Reliability Analysis," North Carolina State University, January 2008, http://www2.chass.ncsu.edu/garson/pA765/reliab.htm (Accessed 2/05/08).

[43] Ibid.

allows the researcher the option to drop items where the alpha if deleted is higher than the overall alpha as another way to improve the alpha level.[44]

Since the research being conducted in this study is exploratory in nature, proposed factors were tested for their alpha reliability score utilizing the recognized .60 exploratory cutoff score. Utilizing the SPSS program, the proposed factors were tested and in some instances an item removed to bring the alpha reliability score above the .60 cutoff score. This resulted in six variables with a combined average alpha score of (.736).

D.   SURVEY TABULATION

Values were inserted into the SPSS program based upon a 7 point Likert scale consistent with the perimeters established in the methodology chapter of this thesis (see pages 31 and 32). An average mean value of 4.0 is considered a neutral position. Average mean values numerically higher than 4.0 display a positive bias and average mean values numerically lower than 4.0 displays a negative bias.

The findings from the analysis of each item and related factor have been entered into two tables to display the results for each factor.

The first table displays a summary of each of the survey items specifically related to each factor and shows the adjusted mean and standard deviation for the item. The second table displays the averaged adjusted mean and

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[44] Garson, Reliability Analysis.

standard deviation for the combined items within each factor. The second table also displays the Cronbach's Alpha value for each factor.

1. Level of Trust in the Kansas City Missouri Police Department.

This factor included (2) items that asked security leaders to rate their perceived level of trust in members from the KCPD.

Item #	Summary of Survey Item	Adjusted Mean	Standard Deviation
8	Members from KCPD can be trusted.	6.26	.828
9	Members from KCPD are willing to help me if I need it.	6.18	.652

Table 1.   Survey Items Regarding: Level of Trust in the KCPD

SPSS 15.0 was utilized to calculate values from the (2) survey items listed in Table 1 to measure the Cronbach's Alpha value, average mean and standard deviation for the listed factor. These values are listed below in Table 2.

Item #	Average Mean	Cronbach's Alpha	Standard Deviation
8,9,	6.22	.781	.675

Table 2.   Factor Index: Level of Trust in the KCPD

The analysis of Tables 1 and 2 revealed that industry leaders have a strong positive bias regarding the level of social trust that exists in members from the KCPD.

2. Level of Complacency in the Private Security Industry.

This factor included (3) items that asked security leaders to rate their perceived level of concern regarding the threat of domestic terrorism. These results are being utilized to assist in making deductions regarding the level of complacency that may or may not be present in the private security industry.

Item #	Summary of Survey Item	Adjusted Mean	Standard Deviation
11	There will be terrorist attack in the United States within the next five years.	5.79	1.044
12	There will be a terrorist attack in Kansas City within the next five years.	3.92	1.440
13	Terrorism is a not concern in Kansas City.	5.76	1.460

Table 3.   Survey Items Regarding: Level of Complacency in the Private Security Industry

SPSS 15.0 was utilized to calculate values from the (3) survey items listed in Table 3 to measure the Cronbach's Alpha value, average mean and standard deviation for this factor. These values are listed in the Table 4 below.

Item #	Average Mean	Cronbach's Alpha	Standard Deviation
11,12,13	5.16	.713	1.06

Table 4.   Factor Index: Level of Complacency in the Private Security Industry

The analysis of Tables 3 and 4 revealed that on average respondents had a positive bias that terrorism is a concern within the industry. While it was expected that the perceived level of threat would be higher when posed from a national perspective, it is significant to note that leaders expressed an adjusted mean difference of (1.87) points between the national (5.79) and local (3.93) perspective. The perceived local threat adjusted mean of (3.93) dipped below the neutral response rating of (4.0), displaying a slightly negative bias.

3.   Industries Role in Countering Terrorism.

This factor included (2) items that asked security leaders to rate their perceived role in countering terrorism.

Item #	Summary of Survey Item	Adjusted Mean	Standard Deviation
15	Online CT awareness training would be valuable to the industry.	6.32	.739
16	The industry has a role in countering the threat of terrorism at CI.	6.50	.604

Table 5.   Survey Items Regarding: Industries Role in Countering Terrorism

SPSS 15.0 was utilized to calculate values from the (2) survey items listed in Table 5 to measure the Cronbach's Alpha value, average mean and standard deviation for this variable. These values are listed in the Table 6 below.

Item #	Average Mean	Cronbach's Alpha	Standard Deviation
15,16	6.41	.696	.591

Table 6.   Factor Index: Industries Role in Countering Terrorism

The two items presented in this factor generated responses that demonstrated leaders perceive that they have an important role in countering terrorism. The strong positive bias (6.41) presented is a significant finding which supports the theory that tremendous potential exists to empower this resource as a counter terrorism force multiplier.

4.   Interest to Participate in a Virtual Knowledge Sharing Initiative.

This factor included (2) items that asked security leaders to rate their interest to participate in a virtual knowledge sharing initiative.

Item #	Summary of Survey Item	Adjusted Mean	Standard Deviation
20	Sharing of real-time updates with industry has value in countering the threat of a future act of terrorism.	6.42	.552
21	Value in developing a virtual environment that provides means to share real-time updates and report suspicious activity.	6.66	.534

Table 7.   Survey Items Regarding: Interest to Participate in a Virtual Knowledge Sharing Initiative

SPSS 15.0 was utilized to calculate values from the (2) survey items listed in Table 7 to measure the Cronbach's Alpha value, average mean and standard deviation for this variable. These values are listed in the Table 8 below.

Item #	Average Mean	Cronbach's Alpha	Standard Deviation
20,21	6.54	.813	.498

Table 8.   Factor Index: Interest to Participate in a Virtual Knowledge Sharing Initiative

The responses from leaders to the items posed regarding their interest to participate in a virtual knowledge sharing initiative resulted in the highest positive bias demonstrated regarding any factor in this survey. The average mean value of 6.54 is a resounding message that the industry is ripe for harvesting as a counter terrorism resource.

5.   Would Increased Sharing of Threat Decrease Complacency?

Industry leaders were provided with information regarding a KCPD post 9/11 terrorism related arrest after which they were asked if the data affected their perceptions to items posed earlier in the survey regarding the threat of domestic terrorism. A comparison of the two factors will allow conclusions to be made if a lack of understanding the threat is contributing to complacency.

Item #	Summary of Survey Item	Adjusted Mean	Standard Deviation
24	There will be a terrorist attack in Kansas City within the next five years.	4.61	1.285
25	Terrorism is not a concern in the Kansas City.	5.82	1.41

Table 9.   Survey Items Regarding: Would increased sharing of threat decrease complacency

SPSS 15.0 was utilized to calculate values from the (2) survey items listed in Table 9 to measure the Cronbach's Alpha value, average mean and standard deviation for this variable. These values are listed in the Table 10 below.

Item #	Average Mean	Cronbach's Alpha	Standard Deviation
24,25	5.21	.571	1.14

Table 10.   Factor Index: Would increased sharing of threat decrease complacency

A comparative analysis of factor 2 and 6 (before and after sharing of threat information) demonstrates that the sharing of threat information raises the perceived level of concern for domestic terrorism by private security leaders. Of particular significance is the fact that the biggest increase was demonstrated by leaders regarding their perceived level of threat to Kansas City. While the perceived local threat was still observed to be much lower than the perceived national threat, the sharing of threat information decreased the gap in the adjusted means that was presented in variable 2, shifting the bias from slightly negative to slightly positive.

6. Would Increased Sharing of Threat Increase Participation in a Virtual Knowledge Sharing Initiative?

Private security leaders were asked for their perceptions regarding (2) items designed to deduct if the level of interest to participate in a virtual knowledge sharing initiative would increase if an increase sharing of the threat occurred. The KCPD post 9/11 arrest provided in the survey was referenced as an example.

Item #	Summary of Survey Item	Adjusted Mean	Standard Deviation
26	Providing threat information increase reporting for suspicious activity by the industry.	6.37	.633
27	Providing threat information raise desire to participate in CT training by the industry.	6.39	.595

Table 11.   Survey Items Regarding: Would increased sharing of threat increase participation in initiative

SPSS 15.0 was utilized to calculate values from two survey items listed in Table 11 to measure the Cronbach's Alpha value, average mean and standard deviation for this factor. These values are listed in the Table 12 below.

Item #	Average Mean	Cronbach's Alpha	Standard Deviation
26,27	6.38	.809	.563

Table 12.   Factor Index: Would increased sharing of threat increase participation in initiative

Respondents to the items regarding this factor displayed a strong positive bias, clearly expressing that the sharing of terrorism related threat information would increase their interest to participate in the proposed initiative. It is also significant to reference the fact that in variable 4 respondents displayed the highest positive bias to any factor in this survey. From this the deduction can be made that pushing information out to those on the front line would only enhance the breadth of the intelligence collected.

E.   OTHER FINDINGS

In addition to the findings outlined in the previous section, there were several other significant deductions garnered from responses made to individual items in the survey.

1.   The KCPD Does Not Inform My Company of Information Regarding Issues of Homeland Security.

The average mean for this issue was 4.71 which demonstrates that on average industry leaders are between being neutral (4.0) and somewhat agreeing (5.0) that the KCPD is not keeping them adequately informed on issues of homeland security. This finding combined with the strong positive bias (6.54) in the variable "Interest to participate in a virtual knowledge sharing initiative" leads to the deduction that leaders would welcome homeland security guidance/direction from the KCPD delivered from a virtual environment.

2.   **The KCPD Does Not Provide the Private Security Industry with an Understanding of the Types of Suspicious Activity that Need to be Reported.**

The average mean for this issue was 5.18 which demonstrates that industry leaders somewhat agree (5.0) to agree (6.0) that the KCPD is not providing the industry with an understanding of the types of suspicious activity that need to be reported. This again supports previous findings, demonstrating a potential deliverable of the initiative that would be considered a value innovation.

3.   **I Believe There is Value in the CISM Initiative.**

The average mean for this issue was 6.5 which demonstrates a very strong perception that industry leaders consider the technology based critical incident site plan initiative as a valued homeland security approach. This is a key finding as it established that leaders are willing to embrace technology as a solution. It is also significant as this existing initiative has parallel required operating components that have been funded through Urban Area Security Initiative (UASI) grant funding (server, SQL date base, contract programmers) which if approved by DHS, could be leveraged/expanded to establish and support the proposed virtual knowledge sharing initiative.

4.   **The Delivery of Web-based Counter Terrorism Training to the Private Security Workforce Would Have No Value in Countering the Threat of a Future Act of Terrorism.**

The average mean for this negatively phrased issue was 1.92 which demonstrates that the industry has a strong positive bias regarding the value of counter terrorism

training. From this response the deduction can also be made that industry leaders feel that private security is a viable resource to counter future acts of terrorism, provided they have been empowered to do so.

F. SUMMARY OF FINDINGS

The following is a summary of how the findings in this study relate to the research questions that were identified in the opening chapter.

> **1. Factors that Influence an Environment in Which Knowledge Sharing and Collaboration are Most Likely to Succeed.**

Three factors presented in the survey measured current perceptions of private security leaders relative to the conditions that will impact the collaborative environment needed for the proposed virtual knowledge sharing initiative to succeed. The first factor measured trust of the KCPD which is an integral component as it has been defined as the lubricant of exchange relationships.[45] The high average mean (6.22) and the low standard deviation of (.675) of this factor are clear indicators that widespread trust exists within industry leaders.

The next factor measured that has the potential to influence the success of this initiative is the level of complacency expressed by the leaders of the private security industry. Recognized as the enemy of innovation in the U.S.

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[45] Karen S. Cook, *Cooperation without Trust?* (New York, New York: Russell Sage Foundation, 2005), 77.

Department of Homeland Security Strategic Plan,[46] it is important to understand if complacency exists within the leadership of the industry. The results of this study showed that there was substantial separation between the perceived level of "threat" from a national (5.79) and a local (3.92) perspective. Conventional wisdom would suggest that the higher the perception is regarding the local threat level, the greater the sense of urgency will be for private security leaders to participate in this initiative.

Since threat perceptions are knowledge driven, this study explored if the absence of a mechanism to share terrorism related knowledge between the KCPD and the private security industry was contributing to complacency. To test this theory, industry leaders were provided with arrest information regarding a post 9/11 terrorism related arrest that occurred in Kansas City. The findings from this third measured factor displayed that complacency can be positively affected by the sharing of information. The treatment provided shifted perceptions regarding the threat of a terrorist act occurring in Kansas City during the next five years from a slightly negative bias (3.92) to a slightly positive bias (4.61).

2. **What Industry Leaders Perceive Their Role in Countering the Threat of Terrorism Posses to Our Nation's Critical Infrastructure?**

A factor was presented in this survey to measure the perceived role of private security leaders regarding

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[46] U.S. Department of Homeland Security, *U.S. Department of Homeland Security Strategic Plan* (Washington, DC: Government Printing Office, 2004), 7.

countering the threat of terrorism with the emphasis on protecting critical infrastructure.

This factor measured responses regarding the perceptions of private security leaders which were in response to items directly correlated to their role in countering terrorism. The findings from this factor resulted in a strong positive bias (6.41) and a low standard deviation of (.591) which demonstrates that there is a universal belief that private security should have a role in the mission of countering terrorism. In addition one of the items related to this factor specifically measured perceptions regarding the industries role in countering the threat at critical infrastructure. The findings from this issue resulted in an adjusted mean of (6.50) which is conclusive and compelling proof that private security leaders believe they has a substantial role in the protection of critical infrastructure.

3. **Determine if the Value of Participating in a Virtual Community of Practice will be a Priority That Competes with Established Priorities Such as Crime Prevention, Work Place Violence and Employee Theft.**

When asked in a recent study the open ended question of what security directors were most worried about, security directors identified that workplace violence was the highest rated concern, voiced by 33 percent of the sample. Terrorism was the next most listed concern at 19 percent of the sample.[47] With terrorism ranking well below (14 percent) the

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[47] Thomas Cavanagh, "Corporate Security Management: Organization and Spending Since 9/11," *The Conference Board Research Report* (New York: The Conference Board Inc, 2003), 33.

perceived concern regarding workplace violence, there is a need to determine if industry leaders perceive that the projected value would produce sufficient interest to participate in a virtual knowledge sharing initiative.

A factor was presented in the survey to measure the level of interest by leaders within the security industry to participate in a virtual knowledge sharing initiative. The findings from this factor yielded the highest positive bias produced in the survey with an average mean of 6.54. This factor included issues that measured perceptions regarding the value of sharing real-time updates to counter future acts of terrorism as well as the value of providing a mechanism for reporting suspicious activity.

Similar to the theory previously tested, a factor was presented to measure if providing private security leaders with a terrorism related threat update would increase the projected value of participating in a virtual knowledge sharing initiative. After presenting the terrorism related threat update the findings demonstrated a strong positive bias (6.38 average mean) regarding the belief that an increased understanding of the threat would translate to an increased value and willingness to participate in the initiative.

V.   RECOMMENDATIONS

A.   INTRODUCTION

The research conducted during the literature review component of this thesis identified tremendous value could be realized if a virtual knowledge sharing initiative was successfully implemented between the KCPD and the private security industry. From this review there were three factors that accumulatively presented the most compelling case for establishing that the tremendous potential for value existed with the proposed initiative.

The first key factor was the clear message sent in the referenced homeland security guidance which collectively identified the need for leaders to develop innovative approaches to mobilize the community in the efforts to prevent terrorism. This need was identified as being especially vital as it related to the protection of critical infrastructure and key resources.

The second key factor identified was that according to the Bureau of Labor Statistics out of 1,022,000 security guards working in the United States in 2003, approximately 122,000 (28%) were assigned to protect critical infrastructure. The documented need to protect critical infrastructure and key resources coupled with the sheer volume of guards physically assigned to provide security related services at a large percentage of these locations represents a significant counter-terrorism force multiplying opportunity.

The third key factor identified was the need for increased, more robust and quicker sharing of information, and increased sharing of situational awareness so that threats can be addressed as soon as they appear on the horizon. This message, provided by DHS Secretary Michael Chertoff was also coupled with the need to share real-time, immediate threat information with communities when faced with a potential emergency.

These key factors were supported by numerous other factors documented in the literature review. One supporting factor was the benefits of providing prevention and deterrence training to those most likely to come into contact with potential terrorist while performing their regular duties evidenced in the Counter Terrorism Patrol Strategy. Another was the case presented for establishing internet-based public-private partnership networks that allow law enforcement to leverage the vast resources of the private sector to significantly enhance public safety.

The factors referenced above all support the recommendations being made in this chapter regarding the deliverables being proposed as outputs for the virtual knowledge sharing initiative.

B.   PROPOSED DELIVERABLES

The research conducted in this thesis has clearly established that private security leaders in the Kansas City area feel their industry has a role in the mission of countering terrorism. The survey data also indicate that the perceptions regarding several other factors that may influence the success of the proposed virtual knowledge

sharing initiative all indicate that there is tremendous potential recognized in the proposed initiative.

One key finding was the fact that private security leaders displayed a high level of "trust" in the KCPD despite a history of limited contact and interaction. While the high levels of "trust" exponentially increases the potential for success of the proposed collaborative virtual knowledge sharing initiative, it is paramount that the KCPD understands that trust alone will not compel leaders to make counter terrorism investments if they are not provided with an accurate representation of the threat.

As pointed out in the literature review, complacency is the recognized enemy of innovation. The findings from this study demonstrated that complacency could be minimized within the leadership of the industry as leaders' perceptions of the local threat shifted from a slightly negative bias to a slightly positive bias when presented with relevant threat information. This factor demonstrates that the development of an information sharing network and the resulting articulation of the threat as a deliverable would exponentially increase the perceived need to participate in the reporting/sharing process.

Another deliverable proposed was the delivery of video counter-terrorism awareness training, which the author is proposing be modeled after the training produced in the Counter Terrorism Patrol Strategy outlined in the literature review. The findings from the survey demonstrated that leaders perceived that there would be considerable value if this service was provided.

Another deliverable being proposed by the author is the capability to deliver electronic site specific response plans from the CISM initiative via the virtual knowledge sharing initiative. The findings from this research demonstrated that private security leaders perceived considerable value in this deliverable (6.5 average mean) and presents an opportunity to create "shared economies" between initiative which will be explained in the next section.

Supported by the findings in the survey and the literature review conducted, the following deliverables have been identified as priority functions of the proposed initiative:

- Mechanism to push real-time current and emerging threat updates

- Heighten the need for preparedness by reducing complacency that comes with articulating the threat

- Provide means to deliver video counter-terrorism training

- Reduce confusion regarding what needs to be reported and to who

- Provide mechanism to issue sector specific prevention actions to reduce vulnerability during a period of elevated threat

- Provide a portal for the industry to access prepared critical incident site management plans

that are being developed by the Critical Incident
Site Management (CISM) Initiative

- Provide resource for sharing lessons learned with
  other Private Security Industry leadership

- Serve as mechanism to link private security with
  the KCTEW Analysis Center

C.   FISCAL CONSIDERATIONS

As is the case with most new programs/initiatives,
funding will need to be identified to advance the proposal.
Prior to making recommendations to implement a new program
it is first essential to consider the funding challenges
being faced by the corporate security sector.

A post 9/11 study on corporate security spending
conducted by The Conference Board, Inc., revealed that in
purely dollar terms, security spending was not a major
budget item for most companies.[48] While there was a
heightened concern over corporate security since the events
of 9/11, it has occurred in a difficult economic climate
which has discouraged major new commitments of funds. Thus,
the perceived need to upgrade corporate security has clashed
with the perceived need to control expenses until the
economy recovers.[49]

The existence of competing priorities in a difficult
economic climate and the need to control expenses in a
profit driven industry is a factor that must be considered
when proposing that private security leaders make additional

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[48] Cavanagh, Corporate Security Management, 28.

[49] Ibid., 23.

investments in homeland security. Accordingly, any effort to engage the industry in counter terrorism efforts needs be respectful of the financial limitations that exist in the current marketplace. This would include minimizing time directed away from daily assigned duties that would require the position be covered by additional staffing or left unprotected should awareness training be a considered course of preventive action. It must be recognized that staffing and funding are both powerful limitations that if not carefully considered, have the potential to stall any counter terrorism initiative attempted.

To counter these limitations, counter-terrorism efforts must be affordable and practical to potential security industry participants. Accordingly, it has been deduced that the highest probability for success of this initiative is to develop a product that requires no financial outlay by the private sector while at the same time provides a valued product that will encourage active participation.

D.   LEVERAGING EXISTING TECHNOLOGY

Following the events of Columbine, the KCPD developed a technology based solution to electronically deliver pre-collected response data to officers in order to enhance their ability to take immediate action when confronted with an act of school violence. The design included floor plans, traffic control points, perimeter control points, primary and secondary command post locations, triage sites, reunification site, site administrator contact data as well as many other response related duties which could be easily accessed on their in-car computer.

The *National Preparedness Goal* (NPG) was issued in December 2005 to reorient how the federal government proposed to strengthen the preparedness of the United States to prevent, protect against, respond to and recover from terrorist attacks, major disasters, and other emergencies.[50] As a result the NPG established priorities that reflected major themes and recurring issues identified in relevant national strategies, HSPD's, and State Urban Area Homeland Security Strategies. In response, the Kansas City Regional Homeland Security Coordinating Committee (RHSCC), charged with establishing funding priorities for the Kansas City UASI region, mandated that all funding initiatives must demonstrate alignment to the seven identified national priorities. To ensure a multi-discipline all hazards approach, discipline specific subcommittees evaluated the regions current capabilities related to each priority. This comprehensive assessment significantly increased awareness to the preparedness shortcomings of each discipline and more importantly provided each discipline a clear understanding of the overall preparedness needs for all disciplines in relation to the national priorities which is an essential component needed to advance a collaborative all hazards approach.

As a result, it was identified that the Critical Incident Site Management Initiative presented tremendous potential to expand the current capabilities of a single discipline, response based initiative to a multi-discipline all hazards approach with the added capability of addressing the nation's first priority of prevention at critical

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[50] U.S. Department of Homeland Security, *National Preparedness Goal* (Washington, DC: Government Printing Office, 2005), iii.

infrastructure and key resources. With the support of UASI funding, contract programmers redesigned the program from a labor intensive single web page construction format to a database system that stores the data and populates a scripted template.

The evolving multi-directional information sharing capabilities of this initiative has allowed regional homeland security partners to address deficiencies identified in a comprehensive evaluation of the regions efforts to align preparedness initiatives in relation to the following national priorities:

- Strengthen Medical Surge and Mass Prophylaxis Capabilities

- Expand Regional Collaboration

- Strengthen Information Sharing and Collaboration Capabilities

- Implement The National Infrastructure Protection Plan

The initiative has continued to evolve with the addition of a dedicated regional server which allows the sharing of response plans within and across jurisdictions and disciplines by access with a user id and password authentication.

The multi-discipline applications has generated wide spread collective regional support for this initiative and exemplifies why momentum exists for future UASI funding investments to include the proposed virtual knowledge sharing initiative. It should be noted that evolving multi-

discipline adaptations directly impacts the private security industry as responses to these sites will in most instances have a private security workforce present who can benefit from operating from the same prepared plan.

This expanding and evolving technology based initiative is rapidly gaining the support and recognition from the security industry which is exponentially increasing the trust and credibility of department subject matter experts, validated by the findings in this research. The multi-discipline evolution of this initiative has propelled demand of the services from the first responder community to include the private security industry and offers a great opportunity to leverage additional investments into the mission of countering terrorism.

E.   UASI FUNDING JUSTIFICATION

As highlighted in this research, the private security industry currently has 6,800 plus members licensed in Kansas City, Missouri, many of which are the first line of defense at a majority of the regions critical infrastructure. The current lack of an organized effort between the KCPD and the private security industry to collaborate in the protection of these facilities and/or infrastructures has greatly minimized the potential of the private security industry to recognize, report and possibly prevent or deter terrorist activity.

To empower this resource as a terrorism prevention force multiplier, the Homeland Security Unit of the Kansas City Missouri Police Department needs to pursue an innovative approach to establish a formalized method to

share terrorism related knowledge with this industry. The development of a web based "communities of practice" initiative has the potential to provide "one stop shopping" for consumers of homeland security related needs from the private security industry that could significantly enhance the regions capabilities to prepare, prevent, respond and recover from future acts of terrorism. The resulting robust information-sharing network would provide security partners with access to relevant intelligence and threat analysis and real-time incident reporting which was identified as an objective in the *National Infrastructure Protection Plan*.[51]

The research conducted in this thesis project has clearly established that the proposed initiative merits future UASI funding consideration as the deliverables demonstrate alignment with national priorities identified in the NPG to include, Strengthen Information Sharing and Collaboration, Expand Regional Collaboration and Implement the National Infrastructure Protection Plan.[52] It should be noted that the implementation of a virtual knowledge sharing initiative between the private security industry and the KCPD would address deficiencies identified during a regional self-assessment regarding the need to protect critical infrastructure.

In addition, the operating system and programming needs required to launch this initiative parallels resources that have been allocated from UASI funding for the CISM initiative which presents an opportunity for "shared economies" between initiatives. Accordingly, the only

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[51] *National Infrastructure Protection Plan,* 9.

[52] *National Preparedness Goal*, 13.

capital outlay to launch this initiative would be the addition of contract computer programming hours to design/format the virtual community.

Similar to the CISM initiative, the KCPD would provide the staffing to supervise the initiative, which would also include the design and moderation of the virtual community by members from the Homeland Security Unit of the Kansas City Missouri Police Department.

To gain the needed support from the Regional Homeland Security Coordinating Committee the results and recommendations from this study will be presented to the RHSCC Law Enforcement Sub-Committee for funding consideration. This presentation will focus on the alignment of the proposed deliverables to the national priorities identified in the NPG while at the same time highlighting the fact that initiative would address the self assessed preparedness shortcomings that exist in the region related to the need for an infrastructure protection program.

Once this initiative has been successfully implemented in Kansas City, efforts will be pursued to expand information sharing capabilities with private security professional in other regional municipalities.

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APPENDIX A - SURVEY

I would like to ask you a few questions designed to gather general information about you and your company.

Variables listed in parenthesis are not displayed in the actual survey

1.   What is your gender?
     Male
     Female

2.   How old are you?
     21 or younger
     21 to 28
     29 to 36
     37 to 44
     45 or older

3.   I have been working in the private security industry for.
     Less than 2 years
     2 to 5 years
     More than 5 years but less than 10
     10 to 15 years
     More than 15 years

4.   I have been in my current position for:
     Less than 2 years
     2 to 5 years
     More than 5 years but less than 10
     10 to 15 years
     More than 15 years

5.   My current job duties are best described as:
     Head of security
     I am a supervisor
     Support staff
     Front line

6. I am member of a private security organization such as American Society of Industrialized Security (ASIS) or InfraGard.

   Yes
   No

7. Security staffing currently employed by my company is:

   Less than 30
   30 to 49
   50 to 75
   76 to 100
   More than 100

After carefully reading each question please select the response that best describes your view of the issue raised.

8. I have found that members from the Kansas City Missouri Police Department (KCPD) can be trusted.

   Strongly Disagree
   Disagree
   Somewhat Disagree
   Undecided
   Somewhat Agree
   Agree
   Strongly Agree

9. I have found that members from KCPD are willing to help me if I need it.

   Strongly Disagree
   Disagree
   Somewhat Disagree
   Undecided
   Somewhat Agree
   Agree
   Strongly Agree

10. The KCPD does not inform my company of information
     regarding issues of homeland security.

        Strongly Disagree
        Disagree
        Somewhat Disagree
        Undecided
        Somewhat Agree
        Agree
        Strongly Agree

11. There will be terrorist attack in the United States
     within the next five years.

        Strongly Disagree
        Disagree
        Somewhat Disagree
        Undecided
        Somewhat Agree
        Agree
        Strongly Agree

12. There will be a terrorist attack in Kansas City
     within the next five years.

        Strongly Disagree
        Disagree
        Somewhat Disagree
        Undecided
        Somewhat Agree
        Agree
        Strongly Agree

13. Terrorism is a not concern in Kansas City.

        Strongly Disagree
        Disagree
        Somewhat Disagree
        Undecided
        Somewhat Agree
        Agree
        Strongly Agree

14. The private security industry should not have a
    role in countering terrorism.

       Strongly Disagree
       Disagree
       Somewhat Disagree
       Undecided
       Somewhat Agree
       Agree
       Strongly Agree

15. Online counter terrorism awareness training would
    be valuable to the private security industry.

       Strongly Disagree
       Disagree
       Somewhat Disagree
       Undecided
       Somewhat Agree
       Agree
       Strongly Agree

16. The private security industry has a role in
    countering the threat of terrorism at critical
    infrastructure.

       Strongly Disagree
       Disagree
       Somewhat Disagree
       Undecided
       Somewhat Agree
       Agree
       Strongly Agree

17. I have the ability to share terrorism related
    information with security industry professionals
    within Kansas City.

       Strongly Disagree
       Disagree
       Somewhat Disagree
       Undecided
       Somewhat Agree
       Agree
       Strongly Agree

18. The KCPD does not provide the private security industry with an understanding of the types of suspicious activity that need to be reported.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

19. My security staff is able to recognize suspicious behavior that may be the precursor of a terrorist act.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

20. The sharing of real-time emerging threat updates with the private security industry has value in countering the threat of a future act of terrorism.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

21. I see value in developing a virtual environment between private security and the KCPD that would provide the means to share real-time emerging threat updates and report suspicious activity.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

22. The delivery of web-based counter terrorism training to the private security workforce would have no value in countering the threat of a future act of terrorism.

    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

Since the events of 9/11 there have been numerous terrorism related arrests made in the Kansas City region. One such example was the arrest of a suspect wanted on a warrant charging possessing weapons of mass destruction material.

Does the sharing of terrorism-related information of this nature have any affect on your thoughts regarding the first three questions in this section, which were asked previously in this survey? Please answer with a response that best categorizes your thoughts, as well as answering the last three questions in this section.

23. There will be terrorist attack in the United States within the next five years.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

24. There will be a terrorist attack in Kansas City within the next five years.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

25. Terrorism is not a concern in the Kansas City.

     Strongly Disagree
     Disagree
     Somewhat Disagree
     Undecided
     Somewhat Agree
     Agree
     Strongly Agree

26. The providing of terrorism threat information by
    the KCPD to the private security industry such as
    the arrest information shared above would increase
    reporting for suspicious activity by the industry.

     Strongly Disagree
     Disagree
     Somewhat Disagree
     Undecided
     Somewhat Agree
     Agree
     Strongly Agree

27. The providing of terrorism threat information to
    the private security industry by the KCPD such as
    the arrest information shared above would raise the
    level of desire to participate in counter terrorism
    training by the industry.

     Strongly Disagree
     Disagree
     Somewhat Disagree
     Undecided
     Somewhat Agree
     Agree
     Strongly Agree

28. The providing of terrorism threat information to the private security industry by the KCPD such as the arrest information shared above would not raise the level of desire of the industry to participate in a virtual knowledge sharing initiative with law enforcement.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

The Critical Incident Site Management (CISM) initiative is a technology based tool designed to enhance law enforcement's capability when responding to critical incidents at a specific location. The web-based program captures specific information such as floor plans, contact information, command post locations, street closures, utility information, digital photography and evacuation plans, all of which is then made available to mobile in-car computers for first responders to access quickly and efficiently. New terrorism prevention features have been added that will allow for planning and target hardening during times of elevated threat to various sectors.

29. I believe there is value in the CISM initiative.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

30. It would not be beneficial to me if site plans for my assigned properties were made available to me electronically.
    Strongly Disagree
    Disagree
    Somewhat Disagree
    Undecided
    Somewhat Agree
    Agree
    Strongly Agree

31. Members from the KCPD have either completed a site plan on one of my assigned properties or are in the process of doing so.

   a.) Yes
   b.) No
   c.) Don't know

32. List the following counter terrorism training topics in the order that you believe would be the most beneficial for your staff to receive. Only make one selection for each topic.

   If you feel that the training topic has no value please mark the box "Not Important".

   Note: Each of the topics in this question has a rating of 1 to 4 displayed horizontally to select from, as well as Not Important.

   The Indicators of Terrorism
   Surveillance Detection
   Security Safety Issues
   Suicide Bombers
   Not Important

APPENDIX B — TELEPHONE SCRIPT

Hi — I am Major Jerry Gallagher with the Kansas City Missouri Police Department.

I have contacted you because I am interested in your opinions about the need for enhancing communications between the KCPD and the private security industry as related to issues surrounding homeland security.

With your approval I would like to email you a link to a 32 question survey, the results of which will assist my department in determining the level of collaboration that is desired by private security leaders with the KCPD.

Your responses to this survey will remain anonymous and the process should take no more than 30 minutes to complete.

If requested, the aggregated results from this survey will be shared with those surveyed. Once again, individual responses are anonymous and will not be referenced or available in any report of publication.

If you are interested in participating in this survey, please provide me with your email address so I can send you the link to the survey.

Thank you for your time and consideration

APPENDIX C – SCRIPTED INTRODUCTION TO SURVEY

TO: Kansas City Missouri Private Security Leaders,

As part of graduate studies sponsored by the Department of Homeland Security at the Naval Postgraduate School, I am currently researching the value of developing a web-based virtual knowledge sharing initiative between law enforcement and the private security industry. The proposed initiative is being considered as a means to provide a mechanism for exchanging real-time emerging homeland security threat updates to the leadership of the private security industry as well as other Homeland Security related features. The purpose of this survey is to gain voluntary opinions from industry leaders regarding their role in countering terrorism as well as to gauge the potential usefulness of the proposed initiative.

Please do not confuse this initiative with previous efforts by the Kansas City Missouri Police Department to establish an email based notification system within the private security community. The initiative being proposed is designed to provide an interactive web-site that would open multiple opportunities for knowledge and resource sharing to include video counter terrorism training as well as access to critical incident response plans. It would also provide direct connectivity to the Kansas City Regional Terrorism Early Warning Analysis Center along with the KCPD Homeland Security Unit.

Your responses to this survey will be utilized to help identify if justification exists to pursue future Homeland Security grant funding for the initiative through the Regional Homeland Security Coordinating Committee (RHSCC) grant process. Accordingly, the aggregate data from these surveys will be shared with members of the (RHSCC) but it should be noted that respondents will remain anonymous. The aggregate data from these surveys will also be made available to those surveyed, if requested.

Thank you for your time,

Major Jerry Gallagher
Kansas City Missouri Police Department
816-719-8211

APPENDIX D – SURVEY MAPPING

Demographics:

  1.   Gender of respondent.

  2.   Age of respondent.

  3.   Length of time respondent has been working in the private security industry.

  4.   Length of time respondent has been in current position.

  5.   Job duties of respondent.

  6.   Respondent is a member of a private security organization.

  7.   Security staffing currently employed by respondents organization.

Level of trust in the Kansas City Missouri Police Department:

  1.   I have found that members from the Kansas City Missouri Police Department (KCPD) can be trusted.

  2.   I have found that members from KCPD are willing to help me if I need it.

Level of complacency:

  1.   There will be a terrorist attack in the United States with the next five years.

  2.   There will be a terrorist attack in the Kansas City within the next five years.

  3.   Terrorism is not a concern in Kansas City.

Role in counter terrorism:

  1.   Online counter terrorism awareness training would be valuable to the private security industry.

  2.   The private security industry has a role in countering the threat of terrorism at critical infrastructure.

Interest to participate in a virtual knowledge sharing initiative:

    1.   The sharing of real-time emerging threat updates with the private security industry has value in countering the threat of a future act of terrorism.

    2.   I see value in developing a virtual environment between private security and the KCPD that would provide the means to share real-time emerging threat updates and report suspicious activity.

Would increased sharing of the threat decrease complacency:

    1.   There will be a terrorist attack in Kansas City within the next five years.

    2.   Terrorism is not a concern in Kansas City.

Would increased sharing of the threat increase participation in a virtual knowledge sharing initiative:

    1.   The providing of terrorism threat information by the KCPD to the private security industry such as the arrest information shared above would increase reporting for suspicious activity by the industry.

    2.   The providing of terrorism threat information to the private security industry by the KCPD such as the arrest information shared above would raise the level of desire to participate in counter terrorism training by the industry.

Counter terrorism training needs assessment:

    1.   List these counter terrorism training topics in the order that you believe would be the most beneficial for your staff to receive.

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