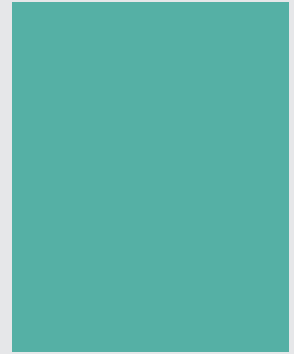
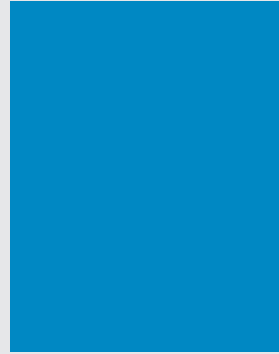


## FrontLine Service



### Merging Security and Sensitivity

#### Challenge

**FrontLine Service provides a wide range of services for those with mental illness in the Greater Cleveland area. Beginning in the 1980s with outreach and transitional housing for the homeless, FrontLine now offers a full mix of outpatient and crisis services to those dealing with trauma, psychotic episodes and the threat of suicide.**

Securitas USA provides coverage for six of FrontLine's facilities, including their administrative and social service offices, a crisis intervention facility and several transitional housing facilities. Officers monitor front desks, provide access control and check for weapons. Overnight security is provided at the housing facilities to help assist with the safety of both residents and the neighborhood.

While the need for security is very real, the paradigm at FrontLine is vastly different. Officers need to be respectful and sensitive to a wide range of behaviors and needs. "Our clients come from all walks of life and need to be met where they are," explains LaTonya Murray, FrontLine's Director of Emergency Housing Services. "Our clients can be upset or angry or violent, while other clients could be traumatized by the violence they have experienced." Security also needs to work together with FrontLine staff, so that any specific concerns about individuals are communicated and monitored. "We try to make sure the officers are aware when we have a client who is upset," notes Murray.

## Solutions

When Securitas USA took over the account in 2009, they made a cultural shift in the way security was perceived, and have actively worked to create an atmosphere that is respectful and sensitive. Key solutions include:

1. Careful Hiring is essential for a good match. Officers at FrontLine can't be perceived as aggressive or intimidating. Conversely, the officer can't be intimidated by the prospect of working with psychiatric populations. Not every officer can deal with that challenge, and the Securitas USA branch office goes through great lengths in the interview process to fully explain to candidates the intricacies of this account.
2. Training is equally thorough and includes sessions on defensive tactics and crisis intervention. Officers are encouraged to be as respectful as possible at all times and to actively look for ways to defuse and deescalate any problems or conflicts.
3. Uniforms are site appropriate and instead of the typical militaristic or police-style security uniform, Securitas USA officers on duty at FrontLine Service locations wear polo shirts and khakis, which set an approachable, welcoming tone.

## Results

"We have an aggressive population and we are asking our people to be as respectful as possible - and even go overboard. Not everyone understands that concept," says Murray. In addition to a fully-staffed team, Securitas USA is able to provide consistent back-up support of officers who fit in with the culture.

When an officer hasn't worked out, Murray appreciates Securitas USA's quick response. "We don't get excuses when we ask for a change, and they've always been able to pitch in with extra people when needed. The officers are very professional and really good about adhering to our guidelines. That's a big plus for a contract organization and one I really appreciate."



***"Securitas has been very responsive in finding officers who are a good fit."***

*LaTonya Murray, FrontLine's Director of Emergency Housing Services*