



# Reaching Out to Stakeholders for Effective Collaboration

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# Effective Collaboration Agenda

- Benefits of Collaboration
- Reaching Out to Non-Traditional Stakeholders
- Reaching Out to Hard-to-Reach Stakeholders
- Managing Challenging Partners
- Assessing Collaborations





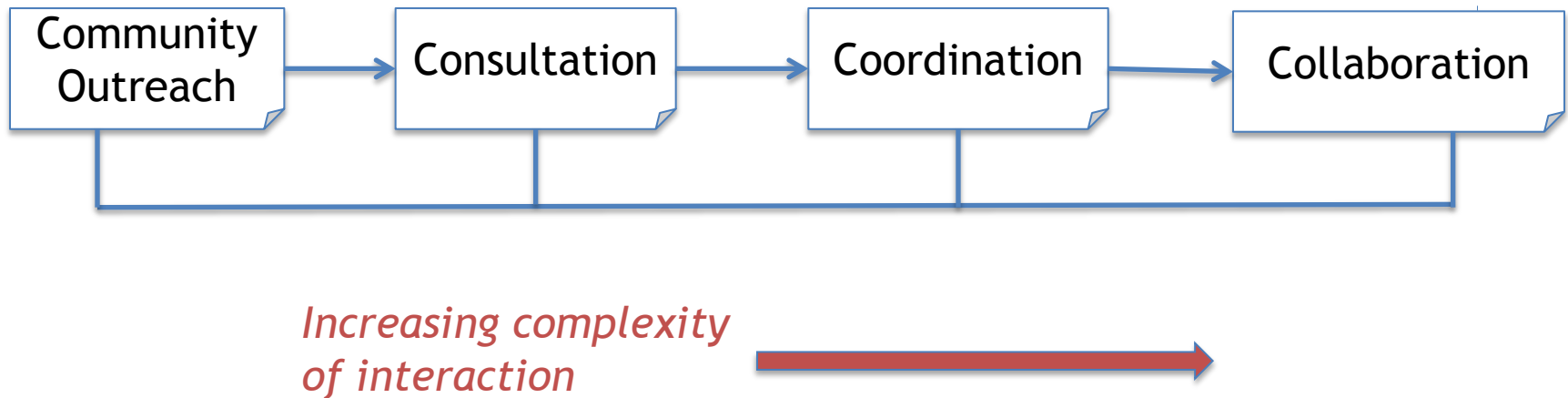
“Collaboration is the ability to work together toward a common vision... It is the FUEL that allows common people to attain uncommon results.”

-Andrew Carnegie

# Collaboration Approaches

- Integral to community policing & SMART POLICING
- National policing efforts support collaboration
- Different models of collaboration
  - Weed and Seed - community-based
  - PSN - agency-based
  - Meth Collaborations - issue-based

# Continuum of Community Interaction



# Benefits to Police

- Build community trust and cooperation
- Co-opting those who disagree or don't like the targeted approach
- Expand pool of resources, skills, knowledge
- Bring new thinking, innovation, and long-term change to persistent crime problems
- Do things “better, faster, cheaper”

# Risks of No Collaboration

- Missing out on valuable input and support
- Loss of funding from collaborative grant opportunities
- No resource sharing and possible duplication
- Potential embarrassment if other agencies have targeted similar problems
- Less potential for sustainability

# Key Elements of Collaboration

- Tremendous effort and commitment
- Organizational support at the highest levels
- Common vision and goals, clear understanding of purpose
- Strategic approach, not ad hoc
- Social marketing adds new, more efficient dimension to communicating with stakeholders



# Challenging Collaboration Issues

- Involving non-traditional stakeholders
- Reaching “hard to reach” stakeholders
- Managing challenging partners
- Assessing collaboration results and impacts



“Coming together is  
a beginning, staying  
together is  
progress, and  
working together is  
success.”

-Henry Ford

# Reaching Out to Non-Traditional Stakeholders

- Identify new ways to deal with old problems
- Build greater community support
- Bring new skills and expertise to the table
- Create new synergy
  - creativity
  - new thinking



# Reaching Out to Non-Traditional Stakeholders

- Cast the “stakeholder net” broadly
  - Who cares about the problem?
  - Who is impacted?
  - Who can help solve the problem?
  - Who brings skills or knowledge?
  - Who will have diverse viewpoints?
  - Who can help sustain success?

# Reaching Out to Non-Traditional Stakeholders

- **Outreach** - consider:
  - Youth and youth serving agencies
  - Probation, parole, corrections officials
  - Health care providers
  - Faith leaders
  - Business owners
  - Housing providers
  - Media representatives



# Reaching Out to Non-Traditional Stakeholders

- **In-reach** - consider:
  - Managers/executive staff
  - Officers in other units
    - Resources, input or involvement
    - Sustainability - motivate organizational change

# Reaching Out to Non-Traditional Stakeholders

## How?

- Tap into established connections
  - Police managers, colleagues, spouses -- all are tied into existing networks
- Identify the unifying concept
  - Mission statement that all agree on
  - Face-to-face meetings to start

# Reaching Out to Non-Traditional Stakeholders

- Do your homework
  - Get input and advice from knowledgeable informants
- Customize the message to fit the group
- Make it mutually beneficial



# Reaching Out to Non-Traditional Stakeholders

- Develop MOU to define roles & responsibilities
- Create fact sheets or brochures that identify all participating partners
  - Gives partnerships a public face and helps solidify unity



# Smart Policing Example: Reno

## Problem: Prescription Drug Abuse

- Pharmacists
  - Their perspective: Fraud, Lack of LE response
  - Our solution: New fraud alert system, designated detectives to investigate
  - Result: Substantial increase in reporting, cooperation with investigations
- County Health Dept./Waste Management
  - Their perspective: Ensuring proper Rx disposal
  - Our solution: Separating materials, installation of drop boxes at police stations

# Stop and Think!



- Would you like to share any experiences you have had with non-traditional partners?
- Do you have additional ideas that have worked for you?

*“Great discoveries and improvements invariably involve the cooperation of many minds.”*

*-Alexander Graham Bell*



# Reaching Out to the Hard-to-Reach

- Essential
  - Input and involvement from community groups impacted by crime problems
- Relationships
  - Mutually beneficial
  - All have a stake in the community
  - Provides a pathway to safer communities and group empowerment

# Reaching Out to the Hard-to-Reach

- Who are the Hard-to-Reach?
  - Groups with traits that act as barriers - culture, language, past experiences, lack of political power, discrimination
  - Often the most vulnerable, those most effected by crime and violence



# Reaching Out to the Hard-to-Reach

- How?
  - Do your homework - learn about culture, language, history, current leadership, etc.
  - Early on, meet with formal and informal leaders to gain their trust
  - Identify non-profits or churches that provide a critical entrée



# Reaching Out to the Hard-to-Reach

- Survey group members or run focus groups to get input and perspectives
  - e.g., Winston Salem
- Create a community resource position and fill it with a member of the community
  - e.g., Palm Beach approach



# Reaching Out to the Hard-to-Reach

- Seek out cultural awareness training
  - History of the group
  - Sources of distrust
  - Cultural and language differences
- Find common ground
  - Work together where you agree, respect those elements where you don't

# Reaching Out to the Hard-to-Reach

- Use local media to educate, get or give information, change norms and behaviors
  - Radio talk shows/PSAs
  - Bus benches, billboards, posters
  - Newspaper articles
  - Press conferences



# Reaching Out to the Hard-to-Reach

- Successful outreach
  - Be strategic - develop a range of strategies that fit the situation and group
  - Be clear, specific and compelling - focus on benefits to all stakeholders
  - Think outside the box!
  - Build on relationships

# Smart Policing Example: Palm Beach



# Smart Policing Example: Palm Beach

## Obstacles or Barriers

- Social
  - Ongoing distrust and stereotype of LE by the immigrant community
  - LE perception of immigrant community
  - Minimal support from various community leaders
  - Uncertainty of future “Arizona Immigration Reform” laws in the State of Florida

# Smart Policing Example: Palm Beach

## Obstacles or Barriers

- Occupational
  - Victims do not provide accurate personal information and description of suspects
  - Transient immigrant community
  - Majority of victims are single males age 25 - 35 yrs. old who don't have access to a bank account



# Smart Policing Example: Palm Beach



# Smart Policing Example: Palm Beach

- Potential Solutions
  - Organize events that help foster the immigrant community's understanding of the function of LE
  - Create cross-multicultural diversity training
  - Involve other organizations or groups in your outreach events
  - Stay informed on current local, state, and Federal immigration reform laws and how they might “potentially” affect your community
  - Utilize surveys for data-driven outreach efforts





*“Gettin’ good players is easy; gettin’ em to play together is the hard part.”*

*-Casey Stengel*

# Managing Challenging Stakeholders

- From the outset...
  - Communicate in clear and compelling way
    - Vision statement
    - Benefits to stakeholders
  - Give partners a stake in the collective voice
    - Common goals
    - Group values
    - Agreed upon strategies for achieving goals

# Managing Challenging Stakeholders

- Give partners individual attention
  - Hold one-on-one meetings with potential as well as current partners
  - Build trust and resolve issues outside the group
- Continually share information and decision making

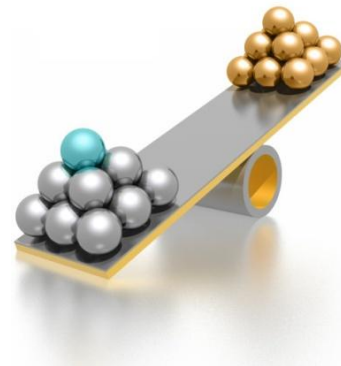
# Managing Challenging Stakeholders

- Develop the capabilities of partners
  - Inspire with your vision
  - Inform on progress and achievements
  - Make it clear each person's opinion is important and actively sought



# Managing Challenging Stakeholders

- Recruit diverse and balanced leaders
  - Individuals with various skills, knowledge and experience
  - Reflect diversity of the community
  - Those who limit the potential for conflict



# Managing Challenging Stakeholders

- Memorandum of Understanding
  - Formal agreement - signed by all partners
  - Goals and objectives
  - Roles and responsibilities
  - Expectations for involvement
  - Method of resolving conflicts
  - Resources to be provided
  - Meeting schedule and who should attend

# Managing Challenging Stakeholders

- Build strong relationships between criminal justice and community stakeholders
  - Tension often exists + a lack of understanding of roles
  - Consider facilitated meetings and team building exercises to enhance trust

# Managing Challenging Stakeholders

- Stay focused - the *Vision, Priorities, Needs, Aspirations* of community OR mission of the group
- Visibly show high-level department support



# Managing Challenging Stakeholders

- Hold fun, creative, eventful meetings
- Create ways for participatory involvement in meetings
- Publicize accomplishments and specific contributions by partners
- Celebrate successes!

# Smart Policing Example: Savannah

## Savannah Impact Program: “Building Better Lives”

- Effective partnerships with Probation and Parole:
  - Chiefs, Directors, etc, from all agencies must be supportive (MOU)
  - Dedication from all agencies involved
  - Staff must be self motivated



# Smart Policing Example: Savannah

- What makes it work?
  - All agencies must be working toward the same common goal(s)
  - Partnership (All agencies working together)
  - Must have the “Right” Staff
  - Cross Training
- Advice to other jurisdictions:
  - Monthly multi-agency staff meetings
  - Information Sharing
  - Multi-agency Staff Development Training

# Assessing Partnerships

- What is the quality and effectiveness of the collaborative group
- What activities took place
  - Performance measures
- What was accomplished
  - Milestones, outcomes and impacts

# Assessment Questions and Measures

- Partners
  - Number and breadth
  - Diversity
  - Participation
  - Satisfaction

# Assessment Questions and Measures

- Collaboration Processes
  - Purpose and objectives
  - Leadership
  - Resources
  - Training
  - Communication
  - Meeting effectiveness
  - Decision-making

# Assessment Questions and Measures

- Activities and Outcomes
  - Programs and services
  - Relationships established
  - Progress toward achieving goals and objectives
  - Leveraged resources
  - Policy or system changes
  - Impacts on crime, safety, and quality of life

# Assessment Questions and Measures

- Sustainability Benchmarks
  - Resources secured
  - Community residents and stakeholders mobilized
  - Policy and system changes enacted
  - Programs or strategies institutionalized



# Data Collection Methods

- Surveys
- Interviews
- Focus groups
- Observation of meetings
- Document review
- Meeting effectiveness assessments
- Monitoring crime, safety, quality of life data

# Stop and Think!



- What methods are you using to assess your partnerships? Do you have data collection instruments that can be shared?
- Where do you perceive problems in getting collaboration off the ground?
- What are your experiences?

# Questions, Comments?



If you want to go quickly, go alone. If you want to go far, go together.

*-African Proverb*