



REACHING OUT TO STAKEHOLDERS

FOR EFFECTIVE COLLABORATION

Created by Hildy Saizow

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EFFECTIVE COLLABORATION AGENDA



- ❖ Requirements and Benefits
- ❖ Challenging Issues
 - Reaching Out to the Hard-to-Reach
 - Managing Challenging Stakeholders
 - Reaching Out to Non-Traditional Stakeholders



“Collaboration is the ability to work together toward a common vision; the ability to direct individual accomplishment toward organization objectives. It is the FUEL that allows common people to attain uncommon results.”

- Andrew Carnegie

COLLABORATION APPROACHES

- ❖ National policing efforts have long encouraged and supported a collaborative approach
- ❖ Different models of collaboration
 - Weed and Seed - community-based
 - PSN - agency-based
 - Meth Collaborations - issue-based

KEY ELEMENTS

- ❖ Tremendous effort and commitment
- ❖ Organizational support at the highest levels
- ❖ Strategic approach, not ad hoc
- ❖ Specific goals, and a clear understanding of what is trying to be achieved

BENEFITS TO POLICE

- ❖ Community cooperation and trust
- ❖ Long-term change vs short-term gain
- ❖ Involvement, input, and support of those most effected by crime
- ❖ Greater pool of resources

CHALLENGING COLLABORATION ISSUES

Based on feedback:

- ❖ Reaching “hard to reach” groups
- ❖ Managing challenging stakeholders
- ❖ Involving non-traditional stakeholders and groups



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

- Henry Ford

REACHING OUT TO THE HARD TO REACH

- ❖ It's essential to get input and involvement from groups impacted by SPI!
- ❖ Relationships should be mutually beneficial
 - Both have a stake in the community
 - Pathway to a safer community and group empowerment

REACHING OUT TO THE HARD TO REACH

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



REACHING OUT TO THE HARD TO REACH

❖ How?

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



REACHING OUT TO THE HARD TO REACH

- ❖ Survey group members to get their input
 - Address cultural sensitivity and language issues
- ❖ Create a position -- community resource specialist -- and fill it with a member of the community
 - e.g. Palm Beach approach

REACHING OUT TO THE HARD TO REACH

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

REACHING OUT TO THE HARD TO REACH

- ❖ Successful outreach
 - Be strategic - develop a range of strategies that “fit” the situation and group
 - Ask for input from knowledgeable informants
 - Be sensitive to culture, language, etc
 - Be clear, specific and compelling - focus on benefits to all stakeholders
 - Find supportive community leaders and let them deliver the “message”



- ❖ What groups are hard for you to reach? Why?
- ❖ What strategies have you used to engage with hard to reach groups? What has worked and not worked?
- ❖ What advice would you give to others?



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

- Casey Stengel

MANAGING CHALLENGING STAKEHOLDERS

- ❖ Communicate in a clear and compelling way
 - Overall vision
 - Benefits to the stakeholders
- ❖ Give partners a stake in the collective voice
 - Project goals
 - Values of the collaborative
 - 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
- ❖ Consider how peers influence/pressure one another

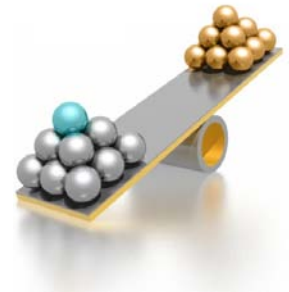
MANAGING CHALLENGING STAKEHOLDERS

- ❖ 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 PARTNERS

- ❖ Recruit diverse and balanced leaders
 - Seek individuals with various skills, knowledge and experience
 - Reflect diversity of the community



MANAGING CHALLENGING PARTNERS

- ❖ Create formal agreements i.e. MOUs
 - Roles and responsibilities of partners
 - Expectations for involvement
 - Method of resolving conflicts
 - What resources will be provided and shared
 - Meeting schedule and who should attend
 - Training to be provided

MANAGING CHALLENGING STAKEHOLDERS

- ❖ Build stronger relationships between criminal justice and community programs and leaders
 - Tension often exists + a lack of understanding of roles
 - Consider cross-training to increase understanding and respect
 - Hold facilitated discussions to develop trust

MANAGING CHALLENGING STAKEHOLDERS

- ❖ Set a high standard that focuses on *priorities and needs* of the community
 - Stay focused on the mission
 - Needs assessment or community input from the beginning
- ❖ Show that SPI has high-level department support and recognition



- ❖ Who has been a difficult partner for you? Why?
- ❖ Do you have a strategy for dealing with that partner? Does it incorporate issues just discussed?
- ❖ What has been a successful strategy for you when dealing with challenging partners?

Reaching Out to Non-Traditional Stakeholders

Why?

- ❖ Expand potential for funding and resources
- ❖ Establish a public identity & greater support
- ❖ Bring new perspectives to the table
- ❖ Create new synergy →
 - creativity
 - new thinking



Reaching Out to Non-Traditional Stakeholders

❖ Definition

- Agencies, organizations and individuals that *typically* have little or no contact with police
- *Or*, those that have little or no contact with SPI team
 - Could be others in the Department

REACHING OUT TO NON-TRADITIONAL PARTNERS

How?

- ❖ Tap into established connections
 - Managers, colleagues, officers, 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 PARTNERS

- ❖ Do your homework -- get input, advice from knowledgeable informants
 - Use personal communication techniques
 - Customize the message to fit the group

REACHING OUT TO NON-TRADITIONAL PARTNERS

- ❖ Consider formal agreements
 - MOUs to define roles & responsibilities
- ❖ Create fact sheets or brochures that identify all participating partners
 - Gives partnership a public face - helps solidify unity



REACHING OUT TO NON-TRADITIONAL PARTNERS

❖ Who?

- Law enforcement colleagues, department managers, officers in other divisions
 - Support, resources, input or involvement
 - Motivate organizational change
 - Communication is key

REACHING OUT TO NON-TRADITIONAL PARTNERS

- ❖ Health issues i.e. prescription drug abuse
 - Networks at state-level
 - State health services department
 - State medical and osteopathic association
 - State pharmacist association
 - State nursing association
 - State injury manager (if funded by CDC)
 - State meth or drug collaborations

REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

- Local-level networks
 - Health departments
 - School districts
 - Emergency rooms/trauma centers
 - Hospitals
 - Mental health associations
 - Schools of public health
 - Parents and students

REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

- ❖ Housing issues e.g. nuisance abatement & foreclosures
 - Non-profits
 - Habitat for Humanity
 - Housing development corporations
 - Historic preservation commissions
 - Community development organizations

REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

➤ For-profits

- Lending institutions
- Community banks
- Insurance companies
- Private developers
- Landlords

REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

- Government entities
 - City, district, U.S. attorneys
 - Housing departments
 - Health departments
 - Legislators
 - Regulators



REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

- ❖ Gun violence (youth) issues
 - Health departments
 - Department of education
 - Schools including alternative schools
 - Social services
 - Teachers

REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

- Churches/faith-based
- Local businesses
- Professional sports associations
- YMCA/YWCA
- Runaway and youth services
- Salvation army

REACHING OUT TO NON-TRADITIONAL STAKEHOLDERS

- Big Brothers Big Sisters
- Boys and girls clubs
- Girl and boy scouts
- Weed and seed sites
- Restorative justice groups



- ❖ Do these sound like good ideas to you?
- ❖ Have you considered these ideas before?
- ❖ Do you have additional ideas that have worked for you?
- ❖ Where do you perceive problems in getting collaboration off the ground?