Partnerships—Why are they important and why do they work?

We recognize that there are many reasons for establishing collaborative efforts to ensure the safety of our communities. Here are some examples or situations which might benefit from partnership efforts:

- Marshal resources to fight traditional crime.
- Include citizens, business leaders, and public service executives in specific community policing approaches to create a tenor in which all understand they are stakeholders, who are aware and vested in the security of their environment.
- Support business community revitalization through crime-free zones.
- Compensate for reduced budgets that adversely affect personnel and programs.
- Use the technical expertise of the private sector in combating financial, cyber, and technical crimes.
- Use the operational expertise of the private sector with respect to crime prevention methods and asset protection.
- Plan for and execute complex special events.

What are some examples of issues or situations where a chief might consider developing a public-private partnership to address?

- Crime reduction programs
- Expand organizational resources and capability
- Investigative cooperation and technology sharing
- Technology expansion and resources (public space surveillance)
- Executive and management development
- Crisis intervention for mental health
- Critical incident response preparation and training
- Information sharing
- Issue awareness and prevention
- Public communications
- Public-private sector staffing awareness and response coordination (communications sharing)
- Downtown and Business Improvement Districts
- Privatization of traditional public services
- Public-private sector safety programs
- Legislation, regulation, and ordinance coordination
- Issue-based solutions (mental health problems, substance abuse programs, alternatives to incarceration)
- Community training, awareness, reporting, information sharing, exercises, and drills
- Reducing incarceration arrest costs
The 10 Steps to Developing Effective Partnerships

1. **MAKE INITIAL CONTACT LEADER TO LEADER.**
   - Formulate a general concept of action.
   - Select a counterpart leader you believe will create the same enthusiasm you have for creating the partnership and contact that leader for exploratory discussion. Based on that leader’s comments and commitment, discuss the next step of joint exploratory planning.

2. **AGREE ON A VISION AND PURPOSE.**
   - The vision statement should be short, simple, clear, motivational, and communicable.

3. **BEGIN TO DOCUMENT YOUR PARTNERSHIP STRATEGY AND INITIAL SHORT-RANGE PLANS.**
   - Identify a planning group that will gather as much information as possible on the challenge you face, citizen and business support of your effort, available and needed resources, and similar partnerships established by other agencies and groups nationwide.
   - It is important that you establish an historical file for all planning input for future reference and use.

4. **IDENTIFY OTHER LEADER STAKEHOLDERS, INCLUDING PUBLIC ELECTED AND GENERAL MEMBERS.**
   - Using your initial list, continue to add as many primary leader stakeholders as possible, who can be an asset to, or resource for, the partnership. Consider contact lists from ASIS International, IACP, National Sheriffs’ Association, the local chamber of commerce, and other resources.
   - Consider establishing a leadership council. Guidelines developed by the police chiefs associations for Iowa, Wisconsin and Minnesota during their conference entitled “Midwest Summit 2006: Economics of Disaster—Enhancing Critical Incident Preparedness through Public-Private Partnerships” suggest establishing leadership councils to help steer and guide the partnership.
   - The lifeblood of any partnership venture is its general membership. After agreeing on a vetting process for new members, the partnership’s leadership needs to recruit aggressively to build the partnership. Select stakeholders with assets who share the partnership’s goals.

5. **ESTABLISH A HOME BASE AND ORGANIZATIONAL STRUCTURE.**
   - An established home base shows the citizens and businesses that the partnership is serious about its mission.

6. **ADDRESS THE LEGAL FORMATION OF THE PARTNERSHIP ENTITY.**
   - Less formal partnerships are easier to establish and require less ongoing paperwork, but they may find it difficult if it becomes necessary to manage funds and continue operations as membership turns over.
   - More formal partnerships may require substantial setup efforts such as incorporation, but often experience greater longevity.
7. DEVELOP A DETAILED PLAN OF ACTION, INCLUDING HOW THE PARTNERSHIP WILL COMMUNICATE WITH ITS MEMBERS AND MARKET THE PROGRAM TO THE PUBLIC.

- After startup activities are successful, the partnership needs to agree on a more detailed plan of action for building and sustaining the organization.

- The plan should address, in addition to its operational aspects, methods for advancing the mission, raising external funds, recruiting new members, technology receipt and utilization, and establishment of an executive committee to oversee operational business aspects, budget controls, and resource management, among other subjects.

- The final plan, as a public document, should be reviewed, authorized, and signed by all partners and public figures supporting its goals, objectives, and action plans.

- Information sharing is extremely important for carrying out the partnership’s mission. Regular communication through joint radio channels, email alerts, etc., builds good working relationships among public and private sector members.

- Develop a marketing plan early in the partnership. Will funding be needed? Consider sources including grants and corporate support. Ensure that local guidelines for fundraising efforts are always followed.

- Emphasis on initial training and project initiation and reporting progress and successes should be highlighted to the public and businesses as part of the marketing campaign.

8. CONDUCT INITIAL TRAINING.

- The delivery of high-quality training is an important motivator for members continued participation.

- Identify those individuals employed in all partner organizations who have unique and solid training credentials in specialized areas required for partnership success. Use them to train the entire partner organization.

9. CARRY OUT AN INITIAL PROJECT.

- Review examples of other partnerships that were successfully used to overcome the challenge your community faces. Utilize what would be helpful to develop your initial project.

- Once satisfied with your plan, move to implementation. Remember that most experts recommend starting with a small, manageable, and doable project.

- Use the after action report technique to identify the good and weak aspects of the operational initiatives. Focus on coordination, training, media notification, and public awareness in particular as part of the plan execution.

10. MONITOR PROGRESS, MEASURE SUCCESS, AND REPORT TO THE MEMBERS AND PUBLIC.

- Partnership activities should be transparent and credible with the public.

- Periodic public reports on the progress and outcomes will build good will with the public, the law enforcement community, and the private sector.

- You can also use these reports as a recruiting tool for potential members.
Case Studies: Michael Shanahan Award for Excellence in Public-Private Cooperation

2007 Award Winner

NYPD SHIELD is an umbrella program for a series of current and future department initiatives that pertain to private-sector security and counterterrorism. This public-private partnership is based on information sharing and serves as a central hub for private sector security managers to obtain information and engage department resources.

For more information, visit: http://www.nypdshield.org/public

2008 Award Winner

Toronto Police Service and the Toronto Association of Police and Private Security (TAPPS), a nonprofit organization created to develop and implement crime prevention initiatives, has developed partnerships between police and private policing or security providers to address crime and disorder issues and prepare for major emergencies.

For more information, visit: http://www.tapps.org

2009 Award Winner

The Lake Cook Regional Critical Incident Partnership (LCRCIP) is an organization comprised of public agencies and community businesses in the southern Lake and northern Cook County region (Illinois). The LCRCIP was developed and implemented to further public-private cooperation in public safety.

For more information, visit https://www.lcrcip.org/default.aspx

2010 Award Winner

The Philadelphia Police Department (PPD) and the Center City District (CCD), a private-nonprofit business improvement organization, have through a very unique and successful partnership achieved significant reductions in crime and greatly enhanced safety in downtown Philadelphia. Their partnership has become a model for law enforcement agencies, business organizations, and governments throughout the United States and beyond.

For more information, visit: www.centercityphila.org/pressroom/facts.php

2011 Shanahan Award (co-winners)

The Johns Hopkins University/Baltimore Police Department/Campus Safety and Security Department addressed violent crime affecting the area resulted in the development of the use of a three-prong approach with partners; (visible presence, education and university-community engagement) resulted in a reduction in overall violent crime in the area by 53 percent.

For more information, visit: https://www.baltimorepolice.org/form/contact-community-partnership-division
2011 Shanahan Award (co-winners)
The Baltimore Police Department / Johns Hopkins Medicine Corporate Security Public - Safety, Shared Information & Technology Partnership addressed high crime, blight, and illegal drugs surrounding the Institution. John Hopkins recognized a need for a safe and secure environment for its employees, students, patients, and visitors. Through a major collaboration with the Baltimore Police Department and partnerships with local government and businesses, as well as neighboring communities, there has been a transformation of their area. Total crime dropped 54 percent since 2002.

For more information, visit: https://www.baltimorepolice.org/form/contact-community-partnership-division

2012 Shanahan Award Winner
Albuquerque Retail Assets Protection (ARAPA) and Albuquerque Police Department: Limitations of law enforcement resources and the need to address property crime which constitutes 85 percent to 90 percent of Part 1 offenses reported for most communities led to the development of “social media” technology that operates like a secure, 24-hour crime watch meeting and allows partners to communicate with law enforcement about criminal activity.

Contacts: Craig Davis, 505-610-2512, Craig.Davis@target.com and Karen Fischer, 505-768-2419, kfischer@cabq.gov

2013/2014 Shanahan Award Winner
Greater Houston Loss Prevention Alliance (2013), Greater Houston Retailers Association (2014) and the City of Houston Police Department: In 2013, Law Enforcement and retail businesses partnered to address the growing number of vehicle thefts and thefts from autos around retail properties and parking lots. The public awareness campaign included onsite presentations to shoppers on crime reduction reminders, child safety, and the use of billboards and social media. In 2014, the organizations reported on their partnership, “Making Convenience Stores Safe in Houston,” where business owners and law enforcement worked together in creating an ordinance to help reduce crime around convenience stores through education and environmental design. Components of the ordinance included registration of businesses, safety training of employees, panic alarms, clear lines of sight, drop safes, trespassing enforcement, and surveillance cameras. During the first year, Part 1 crimes dropped by 50 percent. By the end of year three, murders dropped 70 percent, sexual assaults by 75 percent, robberies by 71 percent, assaults by 59 percent, burglaries by 72 percent, and thefts by 82 percent.

Contact: Brian Hall, 832-257-7684, hall.brian@heb.com or Ryan Watson, 713-308-3240, Ryan.Watson@HoustonPolice.org

Contact: James Sobota, 713-308-9079, James.Sobota@HoustonPolice.org or Mike Thompson, 281-295-5300, Mthompson@ghraonline.com

The Michael Shanahan Award for Excellence in Public/Private Cooperation, named in honor of the late Chief Michael Shanahan, who served in the University of Washington Police Department for 24 years, seeks to recognize outstanding achievements in the development and implementation of Public/Private Cooperation in the Public Safety. The Security Industry Association (SIA) is the sole corporate sponsor of the award, and the award is administered under the purview of the Private Sector Liaison Committee. For more information, visit the IACP Private Sector Liaison Committee’s website at http://www.theiacp.org/The-MichaelShanahan-Awards.
IACP and other resources for further reading on the topic of public-private partnerships

- COPS National Policy Summit. *Building Private Security/Public Policing Partnerships to Prevent and Respond to Terrorism and Public Disorder*

- Bureau of Justice Assistance Guidelines for Partnerships between Law Enforcement and Private Security Organizations

  https://www.hsaj.org/articles/135

- *Private Security and Police in America: The Hallcrest Report*


- *Terrorism and Public Safety Policing: Implications for the Obama Presidency*
  James F. Pastor