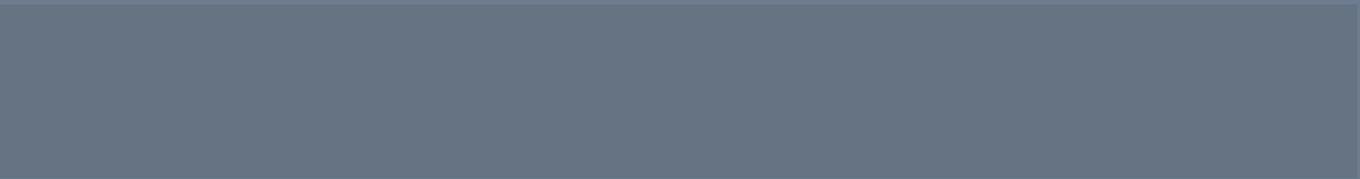


BEYOND FLASH POINTS

Creating Sustainable Public-Private Partnerships in Chicago

**Business Executives
for National Security**



Business Executives for National Security (BENS) is a unique nonpartisan nonprofit comprised of senior business and industry executives who volunteer their time and expertise to address the national security community's most pressing challenges.

- April 2017 -

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DELIVERING VALUE

PRIORITIZING TARGETS

REFINING THE PITCH

DEVELOPING AN
ON-BOARDING PROCESS

MANAGING THE RELATIONSHIP

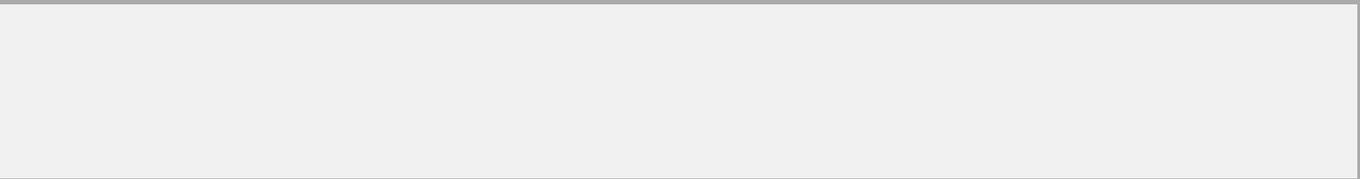
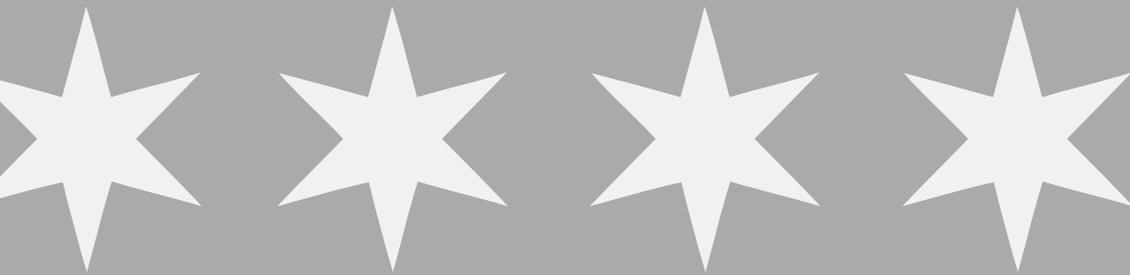
EXECUTIVE SUMMARY

The United States today is confronted by an increasingly complex domestic security environment which is characterized by physical and virtual threats to public safety. Many of these threats are targeting privately-owned, soft targets with greater frequency and, at times, lethality. Accordingly, to effectively manage these threats law enforcement, homeland security, and private sector leaders must improve their ability to leverage each other's unique capabilities, resources, and expertise. This can be accomplished by creating more robust, mutually-beneficial, and responsive public-private partnerships (PPPs).

Frequently, public-private interaction is episodic and transactional—often taking place in response to a public safety crisis. Yet, in today's ever-changing threat environment it is important to develop partnerships that allow public safety and business leaders to move “left of boom”. To this end, Members of Business Executives for National Security's (BENS) Chicago region have collaborated with officials from the Federal Bureau of Investigation, US Secret Service, and Chicago Police Department to develop a compelling, value-driven business case for participation in a PPP that may engender more robust private sector engagement and strengthen public-private collaboration between crises.

The five critical elements for creating an enduring PPP are:

- 1. Delivering Value.** How value is defined can vary depending on the partnership, but that definition should clearly establish what challenge or issue the partnership is intended to address, and/or what value the partners can expect to receive.
- 2. Prioritizing Targets.** As they think about how to expand PPP participation, public safety officials must consider who to target and how, whether through opportunistic engagement or a deliberate outreach campaign.
- 3. Refining the Pitch.** Developing a concise, consistent, and compelling strategic communications plan, or “pitch”, for PPPs is essential to attracting new participants, conveying why they should engage, and educating them about the benefits of partnership.
- 4. Developing an On-Boarding Process.** An on-boarding process can help private sector partners understand how to effectively engage in PPP and may begin to build trust between all parties.
- 5. Managing the Relationship.** Trust-based relationships are cultivated by delivering high-quality performance and empowering the appropriate individuals to manage the partnership.



INTRODUCTION

From “Flash Points” to Sustainability

In October 2016, Business Executives for National Security (BENS) published a report entitled *Private Partnerships, Public Safety*, which examined the role that private sector stakeholders could serve in supporting US public safety efforts. As BENS observed, “America today is confronted by a complex domestic threat environment that is characterized by increasingly decentralized physical and virtual threats to US public safety.”¹ Within such a threat landscape, traditional distinctions between government and industry are becoming blurred, as threats such as cyber-attacks and terrorist events directly affect the private sector to the potential detriment of US security. Accordingly, the private sector must become a full participant in helping to ensure US national security and public safety. This could be accomplished through the creation of more purposeful public-private partnerships (PPP) that leverage the unique capabilities, and thus service the mutual objectives, of public safety officials and local business leaders.

Private Partnerships, Public Safety was developed in collaboration with the Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS), Program Manager for the Information Sharing Environment (PM-ISE), and state and local homeland security leaders. BENS Members across the country continue to work with these government partners to expand upon, develop, and/or enact the recommendations proposed by the report. BENS’ Chicago region has been central to this effort. Local Member engagement with the Chicago Police Department (CPD), the Crime Prevention and Information Center (CPIC), the FBI Chicago field office, and the Secret Service Chicago field office provided the necessary background to develop a compelling, value-driven business case for PPP participation.

¹ Business Executives for National Security. “Private Partnerships, Public Safety.” October 2016. Page 6. Retrieved from: http://www.bens.org/file/PrivatePartnerships_PublicSafety.pdf

Private sector engagement in PPPs tends to ebb and flow around “flash points” – events like the attacks in Charleston, San Bernardino, and Orlando – that reinvigorate the business community to connect with law enforcement and offer their assistance. Yet, this episodic engagement is not conducive to cultivating and maintaining long-term, enduring relationships between public and private sector stakeholders. This is especially detrimental when information sharing in advance of a large scale event is paramount. It is in the interim periods between flash points where participation or interest in maintaining strong and responsive PPPs can wane. This was the challenge that BENS Chicago Members sought to address: How to sustain, and perhaps expand, private sector participation in PPPs between “flash points?”

Beginning in early 2016, BENS Members in Chicago partnered with CPD, the FBI Chicago field office, and the CPIC to develop the tools that may be used to sustain, and perhaps expand, public-private interaction between flash points. Specifically, this partnership focused on building a compelling business case for participating in a PPP that addresses:

- How to understand and deliver value to participants;
- How to judiciously apply public sector resources;
- How to empower private sector participants; and
- How to identify and overcome obstacles to effective collaboration.

With the recent spike in gun violence, the City of Chicago may be approaching a new flash point. It is the objective of BENS’ Chicago Members that by working in a collaborative, good faith manner with our homeland security and law enforcement counterparts, Chicago will be better positioned to manage these public safety challenges.

This paper focuses on current initiatives taking place in the City of Chicago, but the challenges and experiences discussed are not unique. Many of the guiding principles can be repurposed and retooled to address PPPs throughout the country. The following discussion offers five key recommendations for building a compelling business case that may engender more robust private sector engagement, and help public and private sector leaders to move beyond flash points to more sustainable partnerships. These recommendations are not intended to be prescriptive. As of this writing they are a “work-in-progress” and are subject to additional refinement as they are prototyped in other cities across the country.

The logo for Chicago's Public and Private Partnership Initiative (CP3). It features the word "Chicago" written vertically in white, bold, sans-serif font inside a grey rounded rectangle. To the right of this rectangle is a large, grey, stylized number "3". Below the "3" is a smaller grey circle containing the white number "3".

Chicago

CHICAGO'S PUBLIC AND PRIVATE PARTNERSHIP INITIATIVE

The Chicago Police Department's "Chicago's Public and Private Partnership" (CP3) initiative receives the most visibility among the various PPPs led by local, state, and federal law enforcement partners in and around Chicago.² CP3 is an online, information sharing platform through which businesses and building managers voluntarily share information that can better prepare first responders in the event of a threat to public safety. This can include floor plans, contact information for essential "first in" employees, an inventory of any hazardous materials on site, DHS private sector designation, evacuation plans, or emergency command center contact information. CP3 is a joint initiative between CPD, the Chicago Fire Department (CFD), and the Chicago Office of Emergency Management and Communications (OEMC), under the charge of the CPD-run fusion center, the Crime Prevention and Information Center.

At its onset, CP3 was positioned as an important tool to "save time, life, and property during an emergency event,"³ appealing to the business principles of property and personnel protection. The flash point that spurred enrollment at the time was the North Atlantic Treaty Organization (NATO) Summit to be held in Chicago during the summer of 2012. Though not an attack or natural disaster like other flash points, the visibility and potential designation as a high-value target of malicious actors that is associated with being a host city for the NATO Summit motivated regional businesses to engage with their law enforcement counterparts. CP3 attracted the vast majority of its current users in the months leading up to the summit by marketing the new program as a "one-stop-shop" to "strengthen the response, rescue, and recovery efforts of first responders as well as assist in protecting Chicago's critical infrastructure."⁴ Of about 10,000 target CP3 users in the City of Chicago (e.g. building managers, tenant businesses, etc.), enrollment currently stands at roughly 1,200 accounts, or 12% – most of which were registered in 2012.

² InfraGard-Chicago, Chicago Electronic Crimes Task Force (C-ECTF), Chicago Public Private Partnerships (CP3), BOMA/Chicago, various Information Sharing and Analysis Centers (ISACs), ChicagoFIRST, Chicago Public Private Task Force, Illinois Business Emergency Operations Center (BOEC), FEMA – Public Private Partnerships, ASIS Chicago, private sector engagement at the Statewide Terrorism & Intelligence Center (STIC), etc.

³ Chicago Office of Emergency Management & Communications. "Chicago's Public and Private Partnership (CP3) Serve to Better Prepare First Responders for all Potential Hazards." Press Release March 7, 2012. Retrieved from: http://chicagofirstdocs.org/resources/chicagos_public_and_private_partnerships_cp3_press_release_final.pdf

⁴ Ibid.

Five Critical Elements of Effective Public-Private Collaboration



A BUSINESS CASE FOR PUBLIC-PRIVATE PARTNERSHIP

Delivering Value | The “What”

In order to be sustainable, and to encourage participation beyond token involvement, public-private partnerships (PPPs) must deliver mutual value to all stakeholders. How this value is defined can vary depending on the partnership, but that definition should clearly establish what challenge or issue the partnership is intended to address, and/or what mutual benefits the partners can expect to receive. This definition should be clearly established early on and may include: offsetting the cost of participation, addressing a specific challenge, providing information that can inform resource allocation decisions, or convening a confidential forum for business-to-business dialogue and/or a “circle-of-trust” within industry. Once that definition of value is mutually established, it is good practice to periodically review it to assess whether the definition is still valid or whether it requires adjustment. Otherwise, PPPs risk becoming stagnant over time.

BENS Chicago Members focused on two ways that value could be delivered to private sector partners through their participation in a PPP. The first is through the reputational benefits that may be associated with participation in a PPP. The second is through the potential effect that participation in a PPP could have on an industry partner’s insurance premium or liability protections.

The business community undoubtedly has shared values with its law enforcement counterparts. In fact, companies may perceive their engagement in PPPs as part of their corporate responsibility, philanthropic endeavors, or patriotic duty. Yet, shared values alone do not provide a strong enough foundation upon which to build a sustainable PPP. As such, one way that PPPs could offer real value to private sector partners is through the attendant reputational benefits of partnership. For example, law enforcement private sector outreach programs could be developed as a “certification” or “designation” program that publicly recognizes the steps that a tenant company and/or building management office has taken to make their facilities more secure. This certification program could apply either to the organization itself, or to the individual employees.

In order to enact a successful PPP certification program, however, enrollment needs to be a priority for local leadership in the city mayor's office, with the local police department superintendent, and among community business leaders. BENS Members observed that law enforcement leaders must move beyond saying that PPPs are a priority and take steps to demonstrate this fact. Thus, Members proposed that local officials could publicly recognize companies that engage in the partnership as a way to elevate the profile of the company as a responsible, security-minded organization both within their industry and to their customers. This could then incentivize other companies to voluntarily pursue a partnership with law enforcement.

The type of visibility that a certification-like PPP enrollment process provides would offer participating companies a soft return-on-investment (ROI) through the good reputational publicity that incurs. It would also allow for them to differentiate themselves in front of their stakeholders. However, before creating a certification program, law enforcement, civic, and industry leaders must consider the liability protections—or lack thereof—associated with such a program or PPP. For example, in the event of a public safety crisis, could a PPP-certified facility or property use their designation to mitigate potential liability risks or offset any legal costs associated with potential litigation arising from the crisis? These and other issues must be determined on an almost case-by-case basis depending on the local context, laws, business community, and threat environment.

There are other ways that PPPs could provide for additional financial incentives. One of those, as proposed by BENS Members, is to consider counting a company's participation in a PPP as a step that it has taken to help mitigate commercial and personnel risk in face of a public safety crisis. With that, participation in specific PPPs could be reflected in a business' actuary-based insurance rates within its commercial and personnel lines of an insurance policy. To date, participation in a PPP is not often considered by insurance companies.

Deductible rates in this scenario could be awarded by individual insurers for those companies enrolled in various PPPs that are actively sharing information with law enforcement. In the same way that a fire protection sprinkler or theft prevention alarm system is configured in the actuary tables and insurance audit that award a company with certain discounts and savings, PPP participation could lower a business' commercial and personnel insurance premiums because such partnerships offer information that reduce the risk that the insurance company takes.⁵

In order for individual insurers to offer reduced rates on their product to companies enrolled in various PPPs, however, the insurance industry needs to be convinced that these types of public-private alliances actually mitigate risks. Actuary-based insurance rates are supported by data analysis, analogies, qualifiers, and quantifiers on past and projected loss experience. As such, it is incumbent on public and private sector partners who choose to pursue this option to work together with the insurance providers to provide specific examples and data about how PPPs have actually reduced a company's risk; be it by shortening time-of-inoperability, improving the security of their staff, etc. For example, does providing a business'

⁵ For other examples of establishing the value of public safety initiatives through an insurance industry lens, see BENS' issue paper "New Valuations for State and Local Fusion Centers: Tennessee Fusion Center Case Study."

floor plan to the fire department help to improve response time or mitigate the damage done by the fire as compared to businesses that did not provide this information? Ultimately, in order to incentivize the insurance industry to meaningfully account for a company's participation in a given PPP, it will be necessary to demonstrate that participation results in an appreciable reduction in the company's risk or better positions it to manage or mitigate those risks, rather than relying on intuition alone.

Though both the insurance premium and reputational benefits are examples of financial incentives, the value of PPPs do not always have to be monetary in nature. As will be discussed in the following pages, the value of PPPs can also rest in how the public sector leverages the specific talents of the individual private sector partners, and how they choose to acknowledge and/or recognize the core business expertise that a stakeholder can bring to the table. Whether monetary or not, the private sector partner must be able to clearly see the partnership's tangible value in order to actively engage.

Prioritizing Targets | The “Who”

Once a mechanism for delivering value has been developed, public safety officials may consider how to judiciously apply their resources to build PPPs. Resource allocation decisions are made daily in both the public and private sector. In both cases, decision makers begin by considering the desired outcome they hope to achieve, which then informs how resources are allocated to achieve that outcome. In building public-private partnerships, it is equally important to begin with the outcome in mind. For the purposes of this discussion, one of the desired outcomes is to expand private sector participation in CP3 beyond the episodic interactions around flash points. A key consideration, then, is who should be targeted for participation in CP3.

Law enforcement or homeland security leaders who are charged with building partnerships for enhanced public safety can take any number of approaches to expanding CP3 participation. These approaches can be more opportunistic, soliciting participation from a wide range of potential partners, or more deliberate, targeting specific industries or companies of interest. In BENS' assessment, an effective strategy may be to pursue both approaches and cast a wide net, while simultaneously targeting specific industries to close gaps in coverage, supplement existing skillsets, or tap into new skillsets. Though still a work-in-progress, the US Secret Service Chicago field office has seen initial success in this type of two-pronged approach for their Chicago Electronic Crimes Task Force (C-ECTF). They have developed a “steering committee” to cultivate their most targeted partners, while at the same time facilitating larger, semi-public presentations to engage a plurality of the 800 participating entities involved. However law enforcement and homeland security leaders choose to do it, developing and articulating a clear engagement strategy for growing the network of private sector partners will empower subordinates charged with executing the strategy to make outreach decisions based on geography, business sector, population density, or existing collaborative partnerships.

In addition to BENS' PPP efforts in Chicago, Members have been actively working with government partners in Atlanta. Some of the lessons learned through this engagement apply to the challenges faced in Chicago and in other cities around the country, particularly as it relates to how to prioritize targets for PPPs. BENS has partnered with the Georgia Department of Public Health (GDPH) to increase enrollment in their public-private partnership for the distribution of the Strategic National Stockpile of medical countermeasures and supplies in the event of a medical emergency. Like other states, GDPH has a plan to provide coverage for the state's population through a combination of "open" points of distribution (POD) and "closed" POD. An "open" POD is available to any citizen of the state. A "closed" POD is in most cases a business that has agreed to receive training from GDPH for distribution of medications, has agreed to exercise their distribution plan, and in the event of a statewide medical emergency will be provided medication for all employees and employee family members.

GDPH has a goal to provide coverage for eighty percent of the state's population through "closed" POD and approached BENS for assistance on how best to achieve their stated network growth plan. BENS Members recommended that GDPH target those companies that embrace resilience as core to their corporate culture. These companies represented potential "quick wins" for the closed POD program, which could demonstrate the utility and viability of the program to other potential partners. BENS Members leveraged their connections in the Atlanta business community to identify three potential closed POD enrollees with recognized resilience-focused cultures: a cybersecurity company, a home improvement company, and a regional utility company.

Public safety practitioners in Chicago (or other metropolitan areas) could adopt a similar approach to grow the CP3 program and target potential partners who represent quick wins. As in Atlanta, these partners may be companies that emphasize security, resilience, or business continuity as core values. In order to secure these quick wins, however, public safety leaders should consider refining their "sales pitch" for participating in a PPP, developing an "on-boarding" process for newly enrolled partners, and continuously focusing on managing the relationship with each of the PPP stakeholders.

Refining the Pitch | The "Why"

Developing a concise, consistent, and compelling strategic communications plan, or "pitch", for PPPs is essential to attracting new participants, conveying why they should engage, and educating them about the benefits of partnership. Further, in the experience of BENS, effective communication strategies must address the mutual misperceptions that can exist between public and private sector stakeholders. For example, BENS has found that at times law enforcement or homeland security officials assume that their private sector counterparts are motivated by similar incentives to public safety, public service, and working toward team goals. While this may be true (albeit to varying degrees depending on the company or wider context), an effective communication strategy must account for a company's business interests, focusing on how PPPs can benefit a company's bottom line, external

reputation, litigation risks, and post-event possibilities (e.g., looting and medical response).

Through a compelling business case that “connects the dots” to outline industry incentives that award private sector participation or make the case for a deliverable value, law enforcement and homeland security leaders may be able to engender a more motivated business class to share information and partake in its collaborative efforts. In short, an effective pitch for PPP participation should account for how private sector companies and employees view themselves, not only how they are perceived by external partners.

Rather than an extensive memorandum of agreement to codify partnerships, BENS experience with the GDPH has shown that a simplified enrollment form that contains a direct “ask”, best facilitates relationship building. The enrollment form utilized for the GDPH closed POD program explains the purpose of the program, the requirements for maintaining certification as a closed POD, and delivers its pitch directly to the c-suite, emphasizing that the decision to activate the company’s closed POD during a medical emergency remains entirely with the company’s leadership. Streamlining program enrollment in this manner has reduced decision making timelines from GDPH’s previous experience using memoranda of agreement that often required extensive general counsel scrutiny before enrollment decisions.

Similarly, in BENS’ experience many private sector stakeholders fail to appreciate in full that emergency and first responder resources are not endless. For example, Chicago – similar to other large metro areas like Paris – may experience crippling impacts from a complex coordinated attack on multiple targets. It is important to communicate how these kinds of limitations can impact business continuity and loss of revenue, and how participation in PPPs can assist towards a swift return to normal operations. Yet, in order to be as effective as possible, private sector partners must also make more of an effort to understand the resource, legal, and/or policy constraints placed on their government counterparts and work to identify ways in which industry capabilities may augment or address those limitations.

Developing an On-Boarding Process | The “How”

A less technical sales pitch with a less technical “on-boarding” process sets the partnership for enhanced public safety on a firmer foundation for long-term viability. The challenge of scaling trust with key partners is a fundamental element of continuous improvement and very familiar to private sector business leaders. Team member performance and a commitment among team members to improving processes are more likely to cultivate trust than the behavior or credentials of any one individual.

As discussed in the previous section, misperceptions that can exist between public and private sector stakeholders can start a partnership off on the wrong footing. To help alleviate such misperceptions, a primary element of the PPP on-boarding

process could be to organize and categorize what each stakeholder can specifically bring to the partnership. As stakeholders define and/or refine the challenge a PPP is designed to address, it could be helpful for government partners to develop a roster of the private sector expertise at their disposal, so they can best leverage the skillsets and talents of their partners. For example, BENS has collaborated with the FBI Chicago Field Office to develop a preliminary “menu of options” from which new private sector enrollees could select the capabilities or expertise that they possess.⁶

Along with BENS’ work with the FBI Chicago field office, its efforts with GDPH, also demonstrated that a formalized onboarding process would provide a setting where trust could be cultivated as private sector questions about the partnership were raised and answered by public sector partners. For GDPH, the onboarding process has evolved into a one-day workshop where all paperwork, training and medical distribution plan requirements are presented and resolved collaboratively by the company’s key leaders and the GDPH closed POD Program Manager. As the company annually exercises and refines its medical response plan, they now know and trust that the GDPH closed POD Program Manager will provide assistance, guidance and resources (if necessary) to keep their closed POD viable and their company prepared to operate through a medical emergency with minimal impact to operations. The GDPH example is instructive for how a similar on-boarding process for CP3 may bring to scale trust among all stakeholders and help private sector partners understand how to effectively engage in the program.

Managing the Relationship | The “Way”

The Director of the National Geospatial Intelligence Agency (NGA), Robert Cardillo, described his vision for NGA’s information sharing mission as “the four C’s”:

“Consequence for our customers is the ultimate object of our efforts. Consequence equals ‘conveyance + content + context.’ These are our 4 Cs. We deliver consequence by conveying content within context when they need it.”⁷

Adopting a similar mindset and framework for delivering value to, and managing relationships with, private sector partners has potential to advance relationships from transactional flash point interactions to sustainable partnerships. Trust is a critical element to achieve this objective; as trust-based interpersonal relationships are the foundation upon which sustainable partnerships are built. In the assessment of BENS’ Members, the way to cultivate these trust-based relationships is to deliver high-quality performance (or consequence, as Director Cardillo described it) and to empower the appropriate individuals to manage the partnership.

Successful PPPs deliver high-quality performance by providing all parties with critical information that is timely and actionable, but often, private sector stakeholders feel that the information government presents is too abstract, and that the public sector has not yet evolved to a point where it can harness today’s technological advancements for real-time, secure information sharing. Trust is crucial for effective information sharing, but unfortunately, many business leaders feel that the government’s efforts to develop trust, focuses too heavily on the country’s largest private sector entities, leaving small-to-mid size businesses with

⁶ For more information, see BENS/FBI Chicago workshop read-out *Public Private Approach Towards a Chicago Anti-Violence Campaign*.

⁷ National Geospatial-Intelligence Agency, “The Director’s Intent.” October 3, 2014. Retrieved From: https://www.nga.mil/Events/GEOINT2015/Documents/Directors_intent.pdf

few resources. In addition to a formalized onboarding process, good practices include periodically convening small working groups, either in-person or virtually, to determine how to tailor information products and reassess information requirements. In some cases, an electronic survey or questionnaire may suffice, but a responsive feedback loop is necessary to constantly improve and reorient the partnership. With a program like CP3, where three local entities will have access to shared information (e.g., CPD, CFD, and OECM), it is a natural concern that a building's or company's data becomes that much more vulnerable due to the sheer number of points of entry. During the course of "on-boarding" and in subsequent periodic interactions, it will be important to articulate how shared data will be secured and protected from malicious actors.

In some cases, private sector stakeholders may vocalize an interest in pursuing clearances for greater access to sensitive information. Classification issues can be a barrier to quick or meaningful information sharing, but CPD stakeholders may be able to sidestep classification issues by reconsidering what private sector stakeholders actually want. For example, several private sector leaders indicated to BENS that their risk management professionals are not interested in sources and methods (which are often the reason information products are classified at higher levels), but primarily care about getting the information needed to remediate an issue. Further, it may also be prudent to expand programs that provide private sector leaders with "clearances for a day".

In addition to delivering high-quality performance, effectively managing the relationship requires a public sector individual with a unique personality and skillset. Those public safety professionals who are successful in growing PPP networks and maintaining relationships, however, often have departed from traditional career paths (e.g., special agent, investigator, intelligence analyst, etc.) and may be at risk for promotion/advancement as a result. The characteristics that make a successful special agent or analyst may not be the same characteristics that are conducive for an effective relationship manager, and vice versa.

Accordingly, if building and sustaining meaningful PPPs is core to an organization's mission, senior public safety leaders must ensure that the career tracks necessary to achieve this objective remain viable. If senior leaders do not find ways to keep these individuals on pace with their peers who are performing at similar levels in more traditional roles, those who are successful at growing and maintaining PPPs may seek opportunities to return to traditional career paths, putting the PPP network at risk. In this sense, managing the relationship is as much a talent management challenge as it is a public safety imperative. In the assessment of BENS' Chicago Members, implementing the five critical elements identified in this paper may help the City of Chicago, as well as other large cities, move beyond flash points to more sustainable public-private partnerships.

CONCLUSION

What's in a Partnership?

The recommendations for building sustainable public-private partnerships presented in this paper were developed through deliberate collaboration between BENS Members in Chicago and their counterparts in the FBI, Chicago Police Department, US Secret Service, and local government. As such, they are intended to be a guiding resource for CP3 and local business leaders as they continue to refine their approach to building purposeful public-private partnerships. However, implementing the recommendations contained herein, just as building purposeful PPPs, is not a finite process. Rather, it is a sustained effort wherein all parties continually reassess and improve the partnership in light of changing circumstances to ensure that it continues to deliver mutual value.

This may be the best criteria against which to judge whether a public-private partnership is effective: its capacity to deliver value, in terms defined by the participating stakeholders, within the specific context in which the stakeholders are operating. As stated previously, today's domestic threat environment is complex and ever-shifting, necessitating an equally dynamic approach to building and sustaining PPPs. Truly effective partnerships allow government and industry stakeholders to develop a rapport with one another prior to an incident, so if a crisis were to occur, all parties have a baseline understanding from which to respond.

Responding to an event, however, can be complicated if public-private interaction only revolves around episodic flash points. As one BENS Member observed, people can't exchange business cards on the side of a crater. In the assessment of BENS Members and public safety officials, in instances where public-private collaboration is stagnant it becomes more likely that an otherwise small event may cascade into a larger one. In this way, it is the interim periods between flash points where connections between government and industry are often more crucial than during the crisis itself. Accordingly, the five recommendations contained herein may prove effective at helping local business leaders, law enforcement officers, and elected officials move beyond flashpoints and toward creating more sustainable public-private partnerships in Chicago.

**Business Executives
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