

Lesson 1: Overview of Public-Private Partnerships

Course Overview

To protect the Nation's assets, infrastructure, and economy, public safety agencies are establishing partnerships with private-sector organizations to assist in planning, resource allocation, communication strategy, and coordinated response to and strategic recovery following natural and man-made disasters or terrorist attacks.

By the end of this course, you will be able to:

- Describe the importance of public-private partnerships to emergency preparedness, response, and planning.
- Identify roles and responsibilities in public-private partnerships.
- Identify how to establish and sustain partnerships by communicating a common mission.

The Private Sector in Disasters: An Introduction

[Video that explains the importance of the private sector and their role in responding to disasters]

Video Transcript:

Video Title: "The Private Sector In Disasters: An Introduction" FEMA logo

Stephen Jordan, Snr VP and Exec. Dir. BCLC - U.S. Chamber of Commerce: "Ninety percent of our companies don't deal with disasters on a daily basis, I mean much more than ninety percent. And so the biggest challenge is just frankly, that dealing with disasters is not a core competency. So we have to learn, we have to rely on disaster experts, to tell us how to be able to relate, and how to function and all the rest of it."

Craig Fugate FEMA Administrator: "We need to really reach out through the associations and through the partnerships on working with the private sector so they understand how we operate, we understand how they operate but more importantly we get past this artificial division that says government does this and the private sector does that and go, we need to be a team."

Bobby Fillyaw, Executive Director Orange County TX Economic Development Corp.: "We struggled for some time after Hurricane Ike came through and devastated many of our chemical plants with water. These plants are critically essential to this community. These plants need their employees, they need them on site, and they need them to be working every hour of the day. The problem is that their employees also suffered losses of their homes and their livelihoods."

Craig Fugate: "What I learned over a lot of disasters was instead of competing with the private sector we really need to be working as partners. Oftentimes we've been asking the wrong question, we've been asking what the private sector can do to support our mission. We should be asking the question many times, What can we do to help the private sector to get back operational? You know for every grocery store, for every pharmacy, for every hardware store that opens up, in a disaster area, means there's fewer demands for the government to provide those resources. And since the private sector already has a much more efficient mechanism for providing those services, it only makes sense to work as partners."

Bobby Fillyaw: "It is imperative that businesses understand the ramifications of what happens when you have no power for an extended period of time, when your facilities are destroyed in some way or another, when you have no employees or your employees are suffering needs, how do you address that -- the best way to do that is to be prepared ahead of time."

Lynne Kidder, Snr VP Regional Partnerships Business Executives for National Security: "Given the fact that so much of critical infrastructure is managed or controlled by the private sector, the most important thing business can do is really recognize the interdependence that exists in communities, and be prepared to work not only cross sector between public and private but also across industry sectors."

Stephen Jordan: "You look at the chambers from Beaumont, Texas all the way to Mobile, Alabama after Katrina, Rita, and Wilma, and we had what, over 120,000 businesses disrupted in the Gulf Coast just south of I-10, let alone the hundreds of thousands that were connected to all of that. So when you've got a chamber that's got 80% of its membership disrupted, you know they have a vested interest to try and be a part of the longer term recovery."

Craig Fugate: "How do we work to ensure that as we go through these cycles of disasters, we come out stronger and that we make our communities more resilient against future threats? We're not going to be able to do that unless the private sector is part of the team."

Closing slate: For more information, visit www.FEMA.gov/privatesector

Slate: FEMA does not endorse any private sector organization. Interviews with private sector representatives are presented for informational purposes only.

Screen Features

- Click on the Course Menu button to access the menu listing all lessons of this course. You can select any of the lessons from this menu by simply clicking on the lesson title.
- Click on the Glossary button to look up key definitions and acronyms.
- Click on the Help button to review guidance and troubleshooting advice regarding navigating through the course.
- Track your progress by looking at the Progress bar at the top right of each screen. To see a numeric display, roll your mouse over the Progress bar area.
- Follow the bolded green instructions that appear on each screen in order to proceed to the next screen or complete a Knowledge Review or Activity.
- Click on the Back or the Next buttons at the top and bottom of screens to move backward or forward in the lesson. Note: If the Next button is dimmed, you must complete an activity before you can proceed in the lesson.

Navigating Using Your Keyboard

Use the "Tab" key to move forward through each screen's navigation buttons and hyperlinks, or "Shift" + "Tab" to move backwards. A box surrounds the button that is currently selected.

Press "Enter" to select a navigation button or hyperlink.

Use the arrow keys to select answers for multiple-choice review questions or self-assessment checklists. Then tab to the “Submit” button and press “Enter” to complete a Knowledge Review or Self-Assessment.

Warning: Repeatedly pressing “Tab” beyond the number of selections on the screen may cause the keyboard to lock up. Use “Ctrl” + “Tab” to deselect an element or reset to the beginning of a screen’s navigation links (most often needed for screens with animations or media).

JAWS assistive technology users can press the Ctrl key to quiet the screen reader while the course audio plays.

Receiving Credit

To receive credit for this course, you must:

- **Complete all of the lessons.** Each lesson will take between 20 and 30 minutes to complete. It is important to allow enough time to complete the course in its entirety.
- Check the length of the lesson on the overview screen.
- **Remember . . . YOU MUST COMPLETE THE ENTIRE COURSE TO RECEIVE CREDIT.** If you have to leave the course, do not exit from the course or close your browser. If you exit from the course, you will need to start that lesson over again.
- **Pass the final exam.** The last screen provides instructions on how to complete the final exam.

Lesson Overview

You should now be able to navigate through this course. The rest of this lesson will explore the importance of public-private partnerships as part of emergency management planning and incident response.

Learning Objectives

By the end of this lesson, you will be able to:

- Explain how FEMA’s commitment to whole community promotes public-private partnerships.
- Define public-private partnerships.
- Recognize the role public-private partnerships play in national response and recovery policy and guidelines.
- Describe what makes public-private partnerships successful.

FEMA’s Commitment to Public-Private Partnerships

FEMA aims to foster a “whole community” approach to emergency management on a national scale. FEMA recognizes that it takes all aspects of a community, not just governmental organizations, to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. As a broad spectrum of partners work alongside FEMA, the disaster resilience of a community will be strengthened.

At the most basic level, FEMA strives to build a whole community by being transparent and soliciting information from the private sector and general public. FEMA takes these principles one step further by encouraging and engaging in public-private partnerships.

Who is the Private Sector?

Before learning more about public-private partnerships, let's define the private sector. Private sector organizations play a key role in providing goods, services, and technical expertise that can complement effective preparedness, response, recovery, and mitigation operations. The private sector includes:

- Corporations
- Business associations
- Non-profits
- Higher education institutes
- Nongovernmental organizations (NGOs)

Private Sector in National Response and Recovery Policy

Given the strength and resources of the private sector, National response and recovery policy highlights the sector's role in emergency management. These documents emphasize the important role the private sector plays in ensuring the resiliency of our Nation:

- National Response Framework (NRF)
- National Infrastructure Protection Plan (NIPP)
- National Incident Management System (NIMS)

What Are Public-Private Partnerships?

As you just learned the private sector, and specifically public-private partnerships, play large roles in our national approach to emergency management. Before we can continue, we need a shared definition of public-private partnerships.

Partnerships are collaborative relationships built on:

- **Needs:** Each member of a partnership has resources or support it needs from the partnership.
- **Capabilities:** Each member of the partnership brings its own unique set of capabilities that can be leveraged.
- **Two-way communication:** Partners should communicate their needs as well as their capabilities to all members of the partnership.

Purpose of Public-Private Partnerships

Since a partnership is based on the unique needs and capabilities of each partner, the purpose of a partnership is not always the same.

Broadly, a partnership is a tool to help address resource challenges, coordinate preparedness efforts, and assist in prioritizing recovery efforts. Partnerships can be formed to:

- Address a specific incident
- Bring together groups in geographic area
- Represent a common interest

Partnering is not always the best approach for every situation, but it is often a highly effective method of bringing private sector organizations to the table as part of a comprehensive emergency management strategy.

Forms of Partnerships

Since partnerships have varying purposes, they can take different forms. Some partnerships are formal; i.e. they are based on legal agreements. Other partnerships are less formal; they may simply take the form of a listserv or communication channel.

To better recognize the varying forms partnerships take, explore the following examples:

ChicagoFIRST: ChicagoFIRST Coalition for Homeland Security is a non-profit association of private firms in the Chicagoland area that collaborates with one another and with government at all levels to promote the resilience of its members and the Chicago business community. This partnership formed in response to a need for improved information streams, local/regional/state access protocols after a disaster, and local/regional/state evacuation planning.

ChicagoFIRST has the following resources and capabilities: a seat in the Emergency Operations Center; resources to help prepare for, respond to, and recover from disasters, web resources; participation in the local fusion center; and critical public sector relationships.

ChicagoFIRST can pursue grants for specific projects, but it relies entirely on funding itself through dues from its members. This partnership has dedicated staff in order to engage the public sector and carry the organization's goals to fruition.

Florida Emergency Management - Florida Outdoor Advertising Association: The Florida Division of Emergency Management (FDEM) created a partnership with the Florida Outdoor Advertising Association (FOAA) to use digital billboards to reach motorists with emergency information with no cost to the public.

FDEM had a need to enhance their ability to communicate critical information quickly to Floridians during disasters. FOAA had the capability to help FDEM by allowing them to use the billboards to communicate that information.

FOAA communicates with partners through email alerts, conferences, newsletters, website and other media announcements. This partnership has a very specific use.

Citizen Corps: Citizen Corps is a grassroots movement to strengthen community safety and preparedness through increased civic engagement. This is a national partnership administered by FEMA, but implemented locally. Built on existing networks to get government and community leaders involved in all phases of emergency management, Citizen Corps conducts outreach, education, training, volunteer programs and collaborative community planning and capacity building.

Citizen Corps has numerous resources and capabilities. They have a seat in the Emergency Operations Center (EOC), and resources to help prepare for, respond to, and recover from disasters. Citizen Corps also hosts and participates in joint training and exercises with the public and private sectors.

Making a Partnership Successful

After a partnership has been formed, there are many things that can be done to make sure a partnership is successful in achieving its mission. The mnemonic device PADRES can be used to remember what attributes define a successful partnership. In order to be successful, partnerships should be:

- **Publicly Accessible:** Publicly accessible means that the contacts, leadership, skills, and capabilities of the collaborative partnership are recognized, available, and accessible by the general public. This ensures that before, during, and after an incident, the general public has trust and confidence in the partnership to provide meaningful service in support of protecting life and property.
- **Dedicated:** Successful partnerships have identified a full-time liaison or other organizational structure to staff and manage the public-private partnership, and implement the partnership's strategic plan.
- **Resourced:** Resourced partnerships have funding, facilities, tools, and staffing available to support partnership efforts.
- **Engaged:** There should be active support, participation, and two-way communication by public and private sector leadership and members in a successful partnership. The partnership trains, exercises, prepares, responds, recovers, and mitigates actively.
- **Sustainable:** Sustainable partnerships are supported by strategic plans, funds, and resources necessary for long-term viability. Activity takes place around the year, and throughout the emergency management cycle.

Assessing Partnerships with PADRES

Public-private partnerships can be publicly accessible, dedicated, resourced, engaged, and sustainable, yet have different structures, goals, and functions. A partnership that's goal is to facilitate emergency communications between businesses within a city can be just as successful according to PADRES as a regional partnership that conducts yearly training events and has a resource database. However, the questions used to assess whether a partnership meets the PADRES requirements are the same for different kinds of partnerships.

Ramesh Kolluru, Executive Director of the National Incident Management Systems and Advanced Technologies (NIMSAT) discusses how he evaluates partnerships.

Ramesh Kolluru

Executive Director of the National Incident Management Systems and Advanced Technologies, or NIMSAT

We have recently started rallying around the idea of, of measuring public-private partnerships using the acronym or the moniker of PADRES, which is Publicly Accessible, Dedicated, Resourced, Engaged, and Sustainable partnerships. Which is, more or less, a litmus test for, is this partnership mature enough or not? Or, what might we be able to do as a partnership to go from nascent beginnings of a public-private partnership, to something that can sustain and continue to grow? So we look at it across multiple dimensions. And one area that we use as a first benchmark from a test is, is it publicly accessible? Meaning, is it a closed-door society or is it something that someone can step up and participate in? We

want voices of the private sector to be heard at the table, but at the same time, we don't want this to be just one voice at the table.

Dedicated; this is an area where some states do better than others and some communities do better than the others. Is there one person whose job it is to do this on a daily basis? Where they wake up and go to bed thinking, "Have I advanced my mission as a dedicated public-private sector partnership individual?"

Resourced I think goes with Dedicated; are there enough resources that you have in your partnership, that you have dedicated to your partnership, to having these kinds of dedicated resources, to having these kinds of sustainable engagement with the public-private partners and the stakeholders that you've brought to the table so that these kinds of activities can be sustained and these kinds of activities can happen.

Activities of Public-Private Partnerships

Successful public-private partnerships can provide significant value to emergency management and preparedness by conducting a variety of activities. Partners can:

- Participate in fusion centers and emergency operation centers.
- Conduct joint training activities.
- Educate the public on emergency preparedness.
- Ensure the efficient and effective use of available resources during an emergency.
- Develop and enhance plans and protocols for emergency response, assessment, resource-sharing, etc.
- Develop and enhance plans for integration of non-governmental entities in preparedness, response, and recovery.
- Share critical information in preparation for, during, and in response to an incident.

Resources for Public-Private Partnerships

FEMA, DHS, and other organizations have published resources for existing public-private partnerships, as well as for organizations interested in forming or learning about partnerships:

FEMA Private Sector Division: The FEMA Private Sector Division aims to improve information sharing and coordination between FEMA and the private sector during disaster planning, response and recovery efforts. This Division cultivates public-private collaboration and networking in support of the various roles the private sector plays in emergency management.

FEMA's Private Sector Division has numerous resources and guides for public sector organizations looking to work with the private sector.

DHS Private Sector Office: The DHS Private Sector Office engages individual businesses, trade associations and other non-governmental organizations to foster dialogue with the Department, and promotes public-private partnerships and best practices to improve the nation's homeland security.

The Private Sector Office has information on preparedness accreditation and certification, as well as other resources for the private sector.

DHS Office of Infrastructure Protection: The Office of Infrastructure Protection (IP) leads the coordinated national program to reduce risks to the nation's critical infrastructure posed by acts of terrorism, and to strengthen national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency. This office actively seeks to support public-private partnerships and private sector preparedness.

Additional regional/state/local organizations: Regional, state and local agencies of emergency management may have their own offices or liaisons devoted to working with the private sector on preparedness, prevention, response, recovery and mitigation. Most emergency management agencies have resources for private sector organizations looking to partner or support their efforts. Check your regional/state/local agency's Web site to see if they have private sector resources.

Additionally, you can use the quick links section (<https://www.fema.gov/employee-information-resource-center/external-affairs-disaster-ops-quick-links>) of the FEMA Private Sector website to access more information related to preparedness, protection, response, recovery, and mitigation during a disaster.

Scenario: Central City, Liberty County, State of Columbia

Throughout this course, to help illustrate the importance of public-private partnerships, you will learn about incidents or issues arising in the fictional municipality of Central City, Liberty County, State of Columbia.

These Central City scenarios will help emphasize key points about how public-private partnerships can improve emergency management through various activities, and what makes a public-private partnership successful.

Central City: Partnerships in Action

The fictional Central City has several active public-private partnerships designed to improve communications and resource management, in the event of an incident.

Ready Central City Business Alliance: The Ready Central City Business Alliance is a coalition of businesses that can contribute resources, participate in preparedness activities, and assist in disaster response and recovery activities. The Business Alliance will address issues specific to business needs with support from Central City's Office of Emergency Services.

Central City's Critical Infrastructure Resiliency Task Force: Central City's Critical Infrastructure Resiliency Task Force expands upon existing programs by combining public sector organizations (fire, police, emergency management) with private sector representatives (utilities, building-owners, financial firms). The group is intentionally restricted to a manageable size to avoid bureaucratic delays, and includes senior-level operational representatives from each agency or institution. The purpose of the group is to "fast track" solutions to common issues affecting both the private sector and the public sector. The primary focus of the group is on infrastructure and interconnected systems.

Lesson Summary

This lesson presented the following topics:

- Explain how FEMA's commitment to whole community promotes public-private partnerships.
- Define public-private partnerships.
- Recognize the role public-private partnerships play in national response and recovery policy and guidelines.

Describe what makes public-private partnerships successful.