

Lesson 1: Establishing a Partnership

Course Overview

Public-private partnerships enhance all aspects of emergency management: preparedness, protection, response, recovery, and mitigation. They do so by engaging in information sharing, emergency planning, emergency communications, and resource sharing. This course delves into how to establish and sustain public-private partnerships, as well as communicate and share resources in a partnership. By the end of this course, you will be able to:

- List the steps required to establish a public-private partnership
- Explain methods for communicating with partners
- Describe methods for sharing resources among partners
- Identify activities used to sustain existing public-private partnerships

The content of this course builds on the information presented in IS-660: Introduction to Public-Private Partnerships located on the FEMA EMI Independent Study site. It is strongly encouraged that you complete IS-660 before moving forward in this course.

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

This lesson discusses the steps to establish public–private partnerships and the importance of joint planning.

Learning Objectives

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

- Explain the steps to establish public–private partnerships
- Recognize the importance of joint planning

Establishing a Public–Private Partnership

As you learn how to establish public–private partnerships, remember that partnerships can serve many different purposes and have distinct value to their communities. Read the below stories to explore why these emergency management professionals established public–private partnerships.

Brian Tishuk

Executive Director, ChicagoFIRST

We approached establishing the partnership in two different ways. I went to other cities and suggested that the financial community get together, lay aside its competitive issues at least in the area of homeland security and business resilience, and share with each other what they can about their respective security and risk management programs, explaining that it's good for the country. It's good for the city, and so on. On the private side, firms got together and said 'you know we saw what happened on 9/11 in lower Manhattan. The evacuation planning did not seem to work very well. We didn't know what the evacuation plan would be here. We saw that access control did not exist in any formal matter. And we don't know what access controls would be here. And there is poor access to concrete, actionable, and credible information streams during an emergency. And we need to know what would be available here.' So they decided to form this group in order to at least initially pursue those three goals as a way of breaking down the walls of competitiveness and working together showing a united front to the city.

Tom Moran

Executive Director, All Hazards Consortium (AHC)

The All Hazards Consortium (AHC) was started by the states for the states. It was incorporated in 2005 and its focus was to look at multi-state, complex problems. It didn't really matter what types of problems—communications, or evacuation, coordination or private sector integration. So the states looked at the consortium as a nonprofit that gave them a faster ability to respond, to convene state to state, which they all know how to do it. They all have each other's e-mails, but they're so busy that they don't take the time to do it or aren't always able to. So the consortium filled a niche to bring state-to-state dialogue together. In the process they started to coordinate the Feds on specific issues and certainly the private sector was always a big part of their mission.

Steps to Establish Public-Private Partnerships

A strong public-private partnership requires a high level of trust and understanding among partners. Partners may be asked to divulge sensitive information, dedicate resources in an unusual manner, and commit time and energy to tasks outside their usual scope in order to achieve common goals.

Just like in building construction, a partnership's stability lies in its foundation. To establish strong partnerships:

- Define purpose and objectives of partnership
- Identify likely partners
- Discuss value of partnership with likely partners
- Secure commitment to partnership
- Finalize partnership objectives and activities

Next, we will look at these steps in more detail.

Step 1: Define the Purpose

The first step in establishing a public-private partnership is to define its purpose. Ideally, if you have already decided that a public-private partnership will be beneficial, you would have a good sense of its purpose. However, you should still clearly define the purpose of the partnership, because:

- Public and private sector groups are more likely to participate in a partnership with a clear purpose and objectives
- A clearly defined purpose will enable the formation of a partnership to identify potential partners
- The purpose should be defined loosely enough so that additional partners are included

For example, a city emergency management agency and a private-school system in the city can partner to educate students about earthquake preparedness. They could define the purpose of their partnership to either:

- Educate the city's youth on earthquake preparedness in the classroom
- Educate the city's youth on earthquake preparedness

By expanding the scope outside schools, the city can continue their education programs in community centers, after-school programs, day camps, and other areas.

Step 2: Identify Likely Partners

A partnership's initial members should consist of a core group of organizations necessary to achieve objectives; establishing too large a group in the first stages of a partnership may prevent effective relationships from forming. A partnership's intended size and purpose defines initial membership, in addition to criteria like geographic location, industry or discipline type, or pre-established contacts.

It's possible that not all likely partners will want to participate initially. Some may see the new partnership as a duplication of their own efforts, as an unnecessary process, or as a distraction from their day-to-day business. Be sure to leave the door open for these likely partners for future engagement in the partnership. Larger entities may prefer to jump-start an existing, smaller partnership with new resources rather than expend time and effort building a new partnership from scratch.

Step 3: Discuss Value of Partnership with Likely Partners

The third step in establishing a public-private partnership is to discuss the value of the partnership with likely partners. Remember what you learned in IS-660, the value of a partnership is the benefits each partner receives from the partnership minus the cost. The discussion of the value of the partnership is the articulation of those benefits on a macro level.

When discussing the overall value of the partnership, focus on the benefit to the whole community and all of the partners. During this dialogue, ask partners:

- Do you agree with the common mission?
- Do you see a need?
- Are you interested in sharing in the benefits?
- What needs and capabilities do you bring?

Step 4: Secure Commitment

After partners agree on the value of the partnership, secure commitment from all of the partners. This can be formal, such as asking all partners to sign an agreement, or it can be more informal or smaller in scope. Informal commitments are those that build on individual relationships.

There are advantages and disadvantages to securing commitments formally and informally. Formal commitments establish a clear relationship, which makes the partnership easier to sustain on an organizational level. Yet personal relationships between partners can also strengthen the partnership and result in effective coordination. However, if those individuals leave the partnership, the commitment and coordination between partners may weaken if there is no formal commitment in place.

Step 5: Finalize Objectives and Activities

The last step to establishing a public-private partnership is to finalize the partnerships' objectives. Members of a partnership should agree on a partnership's initially defined objectives to give them a sense of direction and purpose, helping to ensure that the partnership is maintained.

During this step it is also important the partners finalize the kind of activities that the partnerships will engage in. Partnerships typically involve regular activities as:

- Joint exercises and training
- Joint planning, which will be discussed on the following screens
- Resource sharing and emergency communications, which will be discussed in further detail throughout this course

Joint Planning

As you learned on the previous screen, when finalizing partnership objectives and activities, partners should consider creating a joint emergency plan to coordinate the needs, goals, and capabilities discussed during the establishment of the partnership. This will put the partnership in a better position to reach its stated goals and objectives.

Joint plans do not replace State, local, regional or national emergency response plans. Rather, by joint planning, partnerships will be better prepared to engage in other activities, such as information sharing, resource sharing, and emergency communications.

Joint plans should be exercised and reassessed periodically throughout the lifespan of a partnership to ensure that they are still relevant and functional.

Elements of Joint Plans

Joint plans can address partners' needs and capabilities, or they can be more limited in scope. They can address any of the following issues, depending on the partnership's goals and objectives:

- Emergency communications between the public and private sector
- Employee and business preparedness plans and guidelines
- Emergency response priorities and procedures
- Guidelines for information capabilities and sharing
- Pre-incident site planning for private sector facilities
- Public-private resource sharing procedures
- Volunteer and donation management

These activities will be discussed in more depth in the following lessons.

Lesson Summary

Now that you have completed this lesson, you should be able to identify the steps to establish a public-private partnership and recognize the importance of joint planning in public-private partnerships.

In the next lesson, you will learn how to communicate effectively with members of the partnership.

Lesson 2: Communicating within a Partnership

Lesson Overview

This lesson covers best practices and actionable techniques to help members of a public–private partnership communicate and share information during all stages of emergency management.

Learning Objectives

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

- Explain methods to share information between partners
- Identify best practices to communicate with partners during an emergency

Effective Communication

In order for public–private partnerships to effectively prepare for, respond to, and mitigate for disasters, they need to be able to communicate effectively. Partners share information to support planning, decision making and operations in the whole community approach.

Effective communication between partners includes both coordinated communication during an emergency and information sharing between partners before and after an emergency. Determining methods for emergency communications and information sharing in a public–private partnership prior to an incident allows a partnership to better respond during an incident.

Throughout this lesson, you will learn best practices to share information between partners. You will also learn how to communicate with partners during an emergency.

Read the story below to learn more about the importance of effective communication in public-private partnerships.

Ian Hay

President, SouthEast Emergency Response Network (SEERN)

The real mission for us is to be on the left-side of a disaster. We want to build relationships. We want to build a Common Operating Picture. We want to develop that real-time information sharing environment, so the locale, or the State or the region can look at an incident that’s happening and bring their best resources in real time; at the same time, notifying Federal authorities of the scale of what’s happening.

So really our mission is to try and focus on the preparedness side by being engaged in exercises, by going to lots of conferences, by networking and marketing. We really try to serve as a translator that speaks a little bit of emergency management, that speaks a little law enforcement, speaks private sector, and can also reduce the critical elements up to the Federal level.

Information Sharing

When partners share information, they can better prepare for potential incidents and improve response and recovery capacity. The practice of information sharing and methods should be established and agreed upon by the partners involved. Information can be shared through traditional tools, such as list serves and meetings, and through new media, such as social networking tools, which allow for quick updates and coordination with partners and citizens.

How information is shared depends upon:

- How quickly the information is provided or updated
- What level of security is desired by the partners in safeguarding the information

In the following screens, you will learn about what information is typically shared and how partners may choose to share it.

Types of Information That Can Be Shared

Partners can share many types of information. Not all of these types of information necessarily need to be shared in every partnership. However, information sharing between partners can greatly benefit emergency management efforts in the whole community and make the partnership more successful.

Explore the four types of information partners might share:

Response plans

Public-sector agencies and private-sector companies with critical infrastructure, large numbers of employees, or multiple locations may have their own emergency response plans in place. By sharing these individual response plans, the partnership can ensure they do not needlessly duplicate efforts or neglect essential response activities. It can also allow agencies to learn from one another and guide partners without response plans develop their own.

Contact information

Sharing the contact information of key members is important in all public–private partnerships. Knowing who needs to be contacted and how to contact them in an emergency makes it easier and faster to disperse information. Outside of an emergency, it also allows all partners to coordinate training sessions, meetings, and other activities.

Sensitive or proprietary information

Sensitive or proprietary information is information to which access needs to be controlled or restricted for privacy or security reasons. Response plans, threat information and contact information may be sensitive or proprietary themselves. Examples of private-sector sensitive or proprietary information that may be relevant in an emergency include facility layouts, storage facilities, security plans, and locations of back-up sites. Public agencies may also have sensitive information, such as critical information on risks and public works.

On the next screen, you will learn about the importance of safeguarding sensitive or proprietary information.

Threat information

Threat information details existing or potential threats to public safety and security. Threat information is typically sensitive information. Sharing threat information between partners can help partners become better prepared.

Guarding Sensitive and Proprietary Information

Remember that public and private organizations may be hesitant or uncomfortable sharing sensitive and proprietary information in a partnership. Remember to consider threat information, response plans, and contact information of partners as sensitive.

Partners worry about sharing this type of information for two reasons. First, both public and private partners worry about the improper dissemination of sensitive information. Improper dissemination of information includes giving private-sector proprietary information to competitors or sharing sensitive response plans publicly so that public safety and security is compromised.

These worries are legitimate concerns for all partners. Therefore, it is essential that partnerships take actions to safeguard all shared information and control access to it. Partnerships should also provide detailed explanations to all partners on how sensitive or proprietary information will be used or disseminated.

Sharing Information Securely

There are many methods to share information in a secure way that are appropriate to the kind of information being shared.

In IS-660: Introduction to Public–Private Partnerships, you learned about informal and formal tools for information sharing. As you should recall, informal tools for information sharing include:

- Webinars
- Email distribution lists
- Conference calls

Formal tools include

- Information networks
- Fusion centers

Each of these tools is more suited to sharing certain kinds of information. You should decide which of these methods is right for you based on how secure you need it to be.

Explore the differences between insecure and secure networks below:

Insecure networks

Insecure networks generally include more informal information sharing methods, such as list serves or conference calls that do not have firm ways to control access to information. These methods can be good ways to share information and collaborate in a partnership. However, they may not be secure enough to use to disseminate highly sensitive information, such as response plans or facility layouts.

Secure networks

Secure networks are designed to protect and control access to sensitive or proprietary information. A partnership can either set up its own network, or utilize use existing secure networks such as the DHS Homeland Security Information Network (HSIN) or InfraGard. The following actions help to ensure that the network is secure:

- Limit access to the network using membership criteria. For example, a partnership may limit access to users with email addresses from one of the participating organizations.
- Require users to register before accessing sensitive materials. Registration requests could be approved by a network administrator on a case-by-case basis.
- Establish policies to ensure all data uploaded on to the network is encrypted.
- Disable the copy, edit, and print functions within files that contain sensitive information to prevent improper dissemination.

Information Sharing in Practice

Information sharing in a public–private partnership varies widely in practice. In addition to the more formal types of information sharing mentioned earlier, partners share information more informally. Partners may share lessons learned about preparation, response, and mitigation from recent incidents. Individual agencies or businesses may share their concerns or opinions on topics related to emergency management. All of these types of information sharing help to foster the collaboration that makes public–private partnerships successful.

Read the stories below to learn more about information sharing in a public–private partnership.

Ira Tannenbaum

Director of Public-Private Initiatives for New York Office of Emergency Management

We've put a program in place in NYC called CORPNet, where our 24-hour-a-day, 7-day-a-week command is busy monitoring the city for the public sector, we'll share roughly 95% of our information via email to registered private sector partners. It could be weather, which is our number one hazard in the city; it could be water main breaks; things that will disturb or disrupt your business; or even general police activity. So we'll share our information as much as possible, but we'll also bring them in to educate them about emergency management. I often say that, when I go out and I speak to businesses, that OEM is the "Office of Expectation Management." A lot of what I do is try to help people understand what to expect during an emergency.

Emergency Communications

Emergency communications are another vital aspect of communication within a public-private partnership. Emergency communications are different from the types of information sharing mentioned earlier in this lesson because emergency communications occur during an incident as opposed to before. Emergency communications can include situation updates, assistance requests, and instructions to control or manage response efforts.

Partnerships can relay emergency communications using one of the following methods:

- Direct communication
- Incident alerts
- Situational reporting
- Private-sector representation at an EOC

You will learn about each of these methods in the next section of this lesson.

Direct Communication

Direct communication is the most straightforward means to contact your partners: look up the appropriate point of contact (POC) and get in touch with them via their preferred method. However, it may not be the most efficient method to communicate with all members of a partnership during an emergency. Direct communication can be slow when there are many partners, particularly when time-sensitive or complex information needs to be transmitted.

When using direct communication to contact partners, a partnership should have contact information for all key individuals in all partner organizations. This information should include primary and secondary methods to ensure that the right people are reached in time.

This information also needs to be maintained over time. Partnerships can establish processes through which this contact information is updated on a regular basis.

Incident Alerts

During an incident, requests for information from partners can overwhelm a public-private partnership. Multiple partners may need access to the same information as quickly as possible, making direct communication difficult. To handle these needs, some partnerships send out incident alerts, public notifications, or informative bulletins to their members during emergencies. These alerts can trigger response plans or evacuation procedures and generally inform all relevant parties as quickly as possible.

Explore the steps to set up incident alerts in a partnership below.

Determine the source

First, a partnership needs to determine which organization will be the source of the incident alerts. A partnership usually selects one partner, typically a public safety agency, to write and disseminate incident alerts. Ensuring that incident alerts originally emanate from one source helps guarantee the validity and importance of the information in the alert.

Identify recipients

Public-private partnerships should determine which groups should receive the incident alert directly from the source. Some partnerships instruct the source to send incident alerts to business associations or similar groups which can then relay relevant messages to their members in turn. This system gets important information into the right hands quickly. Other partners may designate which parties should receive incident alerts based on the type of incident or the geographic areas affected.

Decide what to include in an incident alert

Incident alerts should include detailed, actionable information that can inform the response of your partnership's members. As such, incident alerts should include:

- Type of incident (fire, terrorist attack)
- Location of the incident
- Expected impact on the surrounding area
- Resources already dispatched

Example of a Public Alert and Notification System

FEMA's Integrated Public Alert and Warning System (IPAWS) is a good example of a public alert and notification system. IPAWS also enables government organizations to enhance situational awareness and collaboration by exchanging messages via multiple communication pathways including: [Emergency Alert System \(EAS\)](#), [Commercial Mobile Alert System, \(CMAS\)](#), and [National Weather Service Dissemination Systems](#), including NOAA Weather Radio.

Public officials including Federal agencies; State, local, tribal, and territorial governments; and public safety organizations are generally granted the authority to alert the public of emergency situations through Federal, State, and local laws. Other public or private sector organizations may be eligible depending on their public safety mission. For more information on the Integrated Public Alert and Warning System (IPAWS) program, visit: <http://www.fema.gov/emergency/ipaws/index.shtm>.

Situational Reporting

Situational reporting is the term used to describe communications that keep your partners informed of changing circumstances during an emergency. It should take place through an established forum, such as your partnership's information sharing network or a secure Web site. Information provided in a situational report could include:

- Observed developments in the incident, such as changes in location or severity
- Resources requested or deployed
- Response actions taken, such as the evacuation of a facility
- Extent of damage incurred

FEMA has developed SAVER2, or the Situational Awareness View for Emergency Response and Recovery, as a way to achieve shared situational awareness. This Web-based information sharing system displays available data from multiple emergency management partners to enable an integrated approach during daily operations and disasters.

Private Sector Representation at an EOC

Private sector representation at an incident's Emergency Operations Center (EOC) facilitates emergency communications between the public and private sectors. These representatives frequently relay information between the EOC and private sector partners and advocate for private sector and constituent interests. There is an official Private Sector Representative in the National Response Coordination Center (NRCC), but State and local EOCs should include private sector representatives when appropriate.

Partnerships should determine the role and responsibilities of the representative by asking themselves the following questions:

- What information can the EOC representative disclose to private sector organizations or the media?
- What types of incidents activate the private sector representative to come to the EOC?
- Where will the EOC representative be physically located?
- How will the partnership ensure continuous representation?

- How will the representative be trained?

The Role of Private Sector Representatives

The inclusion of a private sector representative at an incident's EOC literally gives the private sector a seat at the table. The private-sector representative ensures all private sector operational partners are informed of the latest developments and their interests are taken into account when the EOC makes critical decisions.

Read the story below of a former private sector representative talk about his experience.

LaNile Dalcour

Life Safety/Security Director, Brookfield Properties

As the private sector rep in the NRCC for FEMA I've had a lot of roles and responsibilities. My primary role when I started was to cover the NRCC during the Alabama tornados. Right after that, I had the Mississippi flood. So I spent my first 3, almost 4 weeks with FEMA in this position actually working inside the NRCC. But then my role also expands outside of just being the person working in the NRCC. In addition to that, I have many opportunities to kind of be a liaison for the private sector to have discussions with folks from the public sector as to what the needs and expectations are for our world. And, in most cases folks in the private sector, we have an emergency plan, we have an emergency procedure, but where we seem to lack help is recovery planning and business continuity and things like that. So I love this opportunity to be able to talk directly to the government about what the industry needs are and not just the commercial real estate industry, which I'm involved in, but the private sector industry as a whole.

National Emergency Communications and Information Sharing

DHS and FEMA already have some networks and services in place to facilitate emergency communications and information sharing between the public and private sectors. Earlier, you learned about HISN. The following are also methods to share information:

- FEMA created the position of the Private Sector Representative in the National Response Coordination Center (NRCC), which allows the private sector to have a seat at the table and support emergency management coordination
- Email subscription services such as [GovDelivery](#) allow individuals to sign up through a list serve to automatically receive notifications when new information is available on their area of interest, which allows users to share information and stay updated without having to continually visit different Web sites
- The Private Sector Incident Communications Conference Line (PICCL) is a communications tool used by the Critical Infrastructures/Key Resources (CIKR) incident communications coordinators to disseminate information to CIKR sectors during incidents

You can find more information on communication channels at <http://www.fema.gov/privatesector/>

Lesson Summary

This lesson presented the following topics:

- Methods to share information in a public–private partnership
- Best practices to communicate with partners during an emergency

In the next lesson, you will learn about best practices to share resources in partnerships.

Lesson 3: Resource Sharing in a Partnership

Lesson Overview

This lesson covers best practices for a major activity of many public–private partnerships, resource sharing.

Learning Objectives

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

- Explain the value of sharing resources
- Discuss methods to share resources between partners

Best Practices in Resource Management and Sharing

Public-private partnerships can directly support all aspects of emergency management by sharing resources, which increases the efficiency of the partnership’s preparedness for, response to, and recovery from disasters.

However, shared resources cannot be efficiently managed without proper planning and coordination. The next section of this lesson will cover several tasks related to resource sharing, including:

- Identifying opportunities for resource sharing
- Writing resource-sharing plans
- Managing shared resources during an incident

The Value of Resource Sharing

As you learned earlier in this lesson, sharing resources in partnerships can help partners to better prepare for, respond to, and mitigate from incidents. Learn why two management professionals view resource sharing as valuable from both a private and public sector perspectives by reading the stories below.

Doug Selby

Store Safety and Loss Protection, Big Lots

As far as resource sharing, it’s definitely a two-way street for us. We made available to FEMA the location of our stores and distribution centers and that centered on a program called SAVER2 [Situational Awareness View for Emergency Response & Recovery]. And what that does, is it helps provide situational awareness so that in a disaster FEMA is able to see which of our stores or distribution centers would be open. And then it helps them better plan, so that FEMA makes the correct decisions and deploys the right resources to the right locations. There’s no reason for FEMA, for example, to be handing out water if our store’s open across the street. So I mean that’s kind of what it’s helped do for them. So they’re better able to allocate their resources.

Tom Moran

Executive Director, All Hazards Consortium

There is more untapped knowledge, wealth, and expertise in the private sector than government can even imagine. And I think what happens is that a few people in a minimalist philosophy say, “there’s only so much to go around. There’s only so much time. There’s only so much money.” In reality, the opposite is true. When you bring in true partners—and partnerships are negotiated, not mandated—you are amplifying the people and resources and the knowledge. You are amplifying the money. You are amplifying everything.

Identifying Potential Resources

Partners bring unique resources to the table. In order to identify opportunities to share resources, each partner should be asked what resources they bring to the table upon joining the partnership. Resource sharing should be promoted to encourage more participants to consider sharing and utilizing partnership capabilities. For some partnerships, resource sharing may even be the primary goal.

Partners could provide a wide range of resources, from educational materials for the public to volunteers during the recovery phase of an incident. Potential public–private partnership resources could:

- Be a physical good or a service
- Be donated or provided for a cost
- Be available during any period of the emergency management system
- Support preparedness, response, recovery, and/or mitigation
- Be either public or private
- Be local, State, national or international

Examples of Resource Sharing

As you learned on the previous screen, there are many types of resources partners have access to and can share with other members. These resources can include everything from tangible items, like food and water, to volunteers and technical assistance.

Explore some examples of resource sharing below.

Indian Health Program

The Indian Health Program is a public–private partnership in California between Indian Health Programs, Tribes, and local, State, and Federal emergency preparedness and response entities, as well as academic institutions and private nonprofit organizations.

The goal of the partnership is to expand and improve the ability of tribal health programs to respond to public health emergencies and disasters. Members of this partnership share the following resources with Indian Health Programs in meet this goal:

- Readiness packs for tribal clinics
- Educational materials including presentations, teaching and case-based tutorials, disaster plan templates, and virtual training tools
- Training and technical guidance for tribal clinic staff from specialized trainers

Colorado Emergency Preparedness Partnership (CEEP)

Colorado Emergency Preparedness Partnership (CEEP) is an organization aimed at bringing the private and public sector together for information sharing and emergency preparedness. CEEP includes a private sector resource registry, called CONNECT Colorado, which is a protected, voluntary and reimbursable registry of private sector assets, resources and subject matter experts that can be activated by emergency management professionals during a disaster.

Providence, Rhode Island

The city of Providence, Rhode Island, formed a public–private partnership focused on the security of the Port of Providence. Before the partnership, there were several security communication and surveillance networks around the port, with varying capabilities. The partnership worked together to:

- Integrate all of the partners' surveillance sensor feeds
- Create a common fiber and wireless network system to facilitate emergency communication

<http://www.emergencymgmt.com/disaster/Providence-Public-Private-Partnerships.html>

Writing a Resource Sharing Plan

Resource sharing is most effective when available resources have been identified prior to an incident. This helps to ensure that the resources are available in the event of an emergency.

After identifying which resources could be shared among partners, a partnership should write a resource sharing plan. A resource sharing plan should answer the following questions:

What resources are available?

First, any resource sharing plan should outline what resources are available to the partnership. This information should also include the organization that will provide these resources.

Who can view the resources?

A plan should address the issue of who can view the resources. The resources of a public–private partnership could be visible to the public or all members, allowing anyone in need of a resource to see what resources could be requested. Conversely, resources could only be visible to the emergency manager in a partnership, which might give the manager greater control over how to disperse those resources.

What conditions should trigger resource sharing during an incident?

A resource sharing plan should identify conditions that will trigger the use of shared resources. This will let emergency managers know when which resources can be used. Establishing these conditions will help guarantee that resources will be available during an incident because it will allow those who provide the resources the ability to anticipate the needs of the partnership.

Who is liable for the resources?

Some partners may be reluctant to share resources because they are worried about liability. A resource sharing plan should address how to limit the liability of those who provide resources, in case of property damage or personal injury.

Creating a Resource Inventory

Based on the resource sharing plan, partnerships can create a resource inventory in order to manage available resources before an incident. A resource inventory should include all sharable resources partners maintain. This includes supplies and equipment, as well as personnel.

For example, the Safeguard Iowa Partnership (SIP) created a resource inventory that helps to share private sector resources to improve Iowa's preparedness. SIP developed a secure, Web-based catalog that identifies the volunteer and for-hire emergency assets of its private sector partners. SIP's catalog also includes a business resource registry, which organizes these assets according to location, availability, and quantity so that they can be procured easily.

Designing Resource Request Procedures

Partnerships should include standard procedures for partners to request resources from the inventory during an incident. Ideally, a partnership's resource inventory will be integrated into its information sharing network so that all partners have easy access. A resource inventory should identify the resource's location and the contact information for the individual or organization that can dispatch the resource during an incident.

If a partnership has a representative in an EOC or fusion center, that representative should have access to the resource inventory and be able to promise and manage resource requests from the EOC.

Finally, the partnership should establish rules for delivering, using, and returning resources. Having these policies in place before an incident will increase resource sharing efficiency during an emergency.

Lesson Summary

This lesson presented the following topics:

- The value of sharing resources
- How to share resources among partners

In the next lesson, you will learn techniques to sustain public-private partnerships.

Lesson 4: Sustaining a Partnership

Lesson Overview

This lesson will explore methods to sustain public-private partnerships, including how to keep partner engagement high, develop partnership capabilities over time, and continually assess the value of the partnership.

Lesson Objectives

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

- Describe strategies to sustain public-private partnerships
- Identify methods to assess partnership effectiveness

Sustaining Public-Private Partnerships

Maintaining high levels of partner participation over time is a huge challenge for partnerships. Throughout this lesson, we will discuss various activities partnerships can use to sustain and develop the partnership's capabilities. To learn more, read the story below.

Jim Turner

Private Sector Liaison, City and County of San Francisco Department of Emergency Management

To really ensure sustainability, I generally recommend three different factors.

First of all, don't recreate the wheel. Make sure that whatever it is that you're doing or that you would like to do: a) is not being done by somebody else already, and b) has not been done, tried before, and failed. Or tried before and succeeded. That's the first thing.

The second thing is communication is key. That is making sure that people are reminded of the energy, reminded of what began over and over and over again.

And then, the third thing is really about actionable items. It's all well and good to get 100 people into a room and have a conversation. Very often those conversations are great and they need to be had. But if you want something to result from that conversation that is concrete, people need to be given things to do.

Activities to Sustain Partnerships

As you learned in the previous lessons, once partnerships are established, partners can work together by sharing information and resources. However, partnerships should also take steps to ensure that partners develop their own capabilities, which in turn helps the partnership to sustain itself. Partnerships can develop their capabilities when:

- Best practices are regularly shared
- The partnership conducts joint exercises
- Partners engage in business continuity planning
- Individual partners consider accreditation and certification

These actions will be discussed on the following screens.

Joint Exercises

One way public-private partnerships can develop their capabilities is by engaging in joint exercises to increase preparedness and test the effectiveness of any joint emergency response plans. These exercises can include physical drills, training courses, and tabletop exercises.

The FEMA Private Sector Division has several tabletop exercises with facilitator notes for partnerships and the private sector, which focus on a variety of different scenarios. Scenarios include a catastrophic earthquake, chemical spill, critical power failure, and a hurricane. These scenarios will challenge partnerships to find innovative ways to address critical needs in different disasters. More information is located here: <https://www.fema.gov/emergency-planning-exercises>

Accreditation and Certification

When individual partners take steps to develop their capabilities, the partnership benefits as a whole. One way that private sector groups can improve their ability to respond to disasters is by obtaining accreditation and certification, which will in turn strengthen the partnership.

Private sector groups can obtain accreditation and certification from the Voluntary Private Sector Preparedness Accreditation and Certification Program (PS-Prep). Through this program, businesses and other private sector organizations can assess their preparedness for all hazards. Information on PS-Prep, including the related standards, can be found here: <https://www.fema.gov/voluntary-private-sector-preparedness-program-ps-preptm-small-business-preparedness>.

To learn more about how PS-Prep can support individual partners, read the story below.

Suzanne Mencer

Senior Advisor, Colorado Emergency Preparedness Partnership

I think PS-Prep is a program that really helps define and focus the business community on how they should be organized and what they should be doing to be better prepared. Some of them may have plans in place already that go beyond what PS-Prep requires or requests, but I think a lot of businesses need guidance in that area, so that they know what they need to focus on, how they need to assess their risks, and then how are they going to address those risks and those vulnerabilities so they can be better prepared. So anything that focuses them more and defines for them what the situation is and how they can be better prepared is a good tool.

Business Continuity Planning

Public-private partnerships will also benefit when private sector organizations conduct business continuity planning.

Through business continuity planning, individual businesses can enhance their preparedness by conducting risk assessments, identifying ways to minimize this risk, and creating emergency preparedness and response procedures.

The standards in PS-Prep outline ways businesses can engage in this kind of planning. To learn more about how business continuity planning supports public-private partnership goals, read the story below.

Hollis Stambaugh

Director of the Center for Public Protection, System Planning Corporation

Up to 25% of businesses that are affected by disasters do not recover or reopen. One study showed that approximately 60% of businesses indicated that loss of revenue and loss of customers were the biggest impacts of a disaster to their businesses and to their community. So, it's imperative to make sure your business is able to sustain itself during a disaster. The loss of power is common to many types of disasters, along with possible structural damage. It might be difficult for employees to get to the office, depending on the nature of the disaster. So, some simple planning up front, whether you call it business continuity, business resilience, or loss prevention planning...can go a long way.

Engaging in Business Continuity Planning

Businesses that have conducted continuity planning and are in a partnership may want to form a Business Emergency Operations Center (BEOC). BEOCs allow for collaboration, communication, and planning between private and public sector groups partnership, and support private sector partners' ability to prepare for, respond to and mitigate risk.

For example, Target partnered with the public sector and other businesses to form the Corporate Command Center (C3), which allowed for emergency communication and information sharing between partners.

The private sector should leverage the use of a business continuity framework since it provides the principles and attributes the private sector can administer to improve their partnerships. This framework can address the processes that need to be incorporated into the partnership to ensure they are effective, sufficient, and optimized to assist in restoring any community. For more information on this framework, explore the Public-Private Partnership Continuity Planning Document below.

Public-Private Partnership Continuity Planning Document

The sample checklist below lists areas an organization should consider when making business continuity plans. Regardless of whether the organization is planning for effective information sharing and communication, or deciding on how to share resources and capabilities, there are common issues that must be considered if the effort is to be successful.

Business Preparedness/Continuity <i>"A BCM standards base management systems approach"</i>	Do you have a standard approach or plan?
Leadership and Commitment	
Program Coordinator	
Program Committee	
Program Administrator	
Performance Objectives	
Laws & Authorities	
Finance & Administration	
Records Management	
Planning & Design	
Risk & Vulnerability Assessment	
Business Impact Analysis	
Incident Prevention	
Mitigation	
Planning Process	
Common Planning Requirements	
Resources Management	
Mutual Aid & Assistance	
Communications & Warning	
Operational Procedures	
Emergency Response	
Business Continuity & Recovery	
Crisis Communications, Public	
Information & Education	
Incident Management	
Emergency Operation Center (EOC)	

Training & Education	
Testing & Exercises	
Program Improvement	
Program Review	
Corrective Action	

Sharing Best Practices

Partnerships should seek to strengthen collaboration by communicating and working with all partners regularly to sharing best practices through forums, discussions, or other formats. Partners value the chance to learn and discuss other partners' techniques. It is a way to sustain partnerships and strengthen partners' abilities to prepare for, respond to, and mitigate against disasters.

When sharing best practices, partners should recognize one another's contributions. This will demonstrate that those contributions are noticed, appreciated, and effectively support emergency management efforts. Overall, it fosters a positive environment and encourages collaboration, trust, and sharing of information.

Reevaluating the Partnership

As partnerships develop over time, they should reevaluate the value proposition after their initial establishment.

In order to reevaluate the value proposition, the partnership should solicit input on partners' needs and assess partners' current capabilities. These changing needs and capabilities will become evident by engaging in the activities above, as well as emergency communications, and information and resource sharing.

Possible changes include:

- Risks faced by partners
- Available resources
- Increase/decrease in partners
- Effectiveness of original plan
- Priorities

Assessing Partnership Effectiveness

In order to assess their effectiveness, partnerships should ask themselves the following questions regularly during the partnership's lifetime:

- Do partners communicate regularly?
- Do all partners regularly contribute their expertise and resources?
- Does the partnership have regularly scheduled activities?
- Is the partnership working to meet actionable goals and objectives?

If the answers to these questions are negative, partnerships should reevaluate how they engage partners.

Being Prepared to Make Changes

Partnerships may need to revise their purpose and objectives after reevaluating their value. They may need to update their joint emergency plans to reflect changes in needs and capabilities.

Imagine how the mission and joint plan would change in this scenario.

A strong partnership between State, local and private organizations focuses primarily on disaster preparedness for severe weather and flooding in a Midwestern U.S. city. However, this city had been chosen to host a major political convention involving many high-profile, national candidates, which changes the partnership's priorities and the risks involved. An event like this would require shifts in resources, additional training, increased communication between agencies, and a high level of coordination.

When is a Partnership in Trouble?

When assessing the effectiveness of partnerships, there are several signs that a partnership may be in trouble. If a partnership sees one of the following, immediate action to correct the issue should be taken:

Increased cost to a partner

Conflicts and disputes between partners can occur when one or more partners feel that they contribute more to the partnership than they previously agreed upon. This occurs when unexpected costs arise and there is a need to increase use of a partner's resources. Costs may be caused by external circumstances or because other partners are not doing their share. In either case, the cost of engaging in the partnership may be inequitable among partners. As a result, some partners may feel taken advantage of in the partnership.

Lack of communication

If communication is poor or infrequent or if partners become less responsive to requests for participation or resources, then partner engagement is likely low. Poor communication may be a result of partners' disinterest in the partnership or merely a function of an internal change in the partner organization. Whatever the case, a lack of communication can also contribute to misunderstandings over roles, expectations, and responsibilities.

Addressing Partnerships in Trouble

Partnerships where partners do not communicate efficiently or contribute will have a harder time meeting its objectives and effectively supporting emergency management efforts. These problems can be addressed by reengaging partners in a positive way and reevaluating the value proposition, as enumerated earlier in this lesson.

This will give them a chance to voice their own needs and priorities, and bring up any conflicts or problems. Furthermore, constantly communicating with and engaging partners will help to head off conflicts or problems in the partnership.

Lesson Summary

This lesson presented the following topics:

- Strategies to develop partnership capabilities
- How to access the partnership effectiveness

Lesson 5: Course Summary

Lesson Overview

This lesson provides a brief summary of the Improving Preparedness and Resilience through Public–Private Partnerships course. After reviewing the summary, you will receive instructions for taking the course posttest.

Establishing a Public-Private Partnership

Throughout this course, you learned how public–private partnerships can benefit all aspects of the emergency management system. When establishing partnerships, you should consider these five steps:

- Define the purpose and objectives of the partnership
- Identify likely partners
- Discuss the value of the partnership with likely partners
- Secure commitment to the partnership
- Finalize the partnership objectives and activities

By following these steps, you will help create a stable partnership that can achieve its goals and respond to the needs of its partners and the community. After establishing the objectives of the partnership, partners can discuss how to effectively plan, communicate, and share resources in order to meet those objectives.

Information Sharing

In order to effectively prepare for, respond to, and mitigate disasters, public–private partnerships need to be able to communicate effectively. When determining how to effectively share information, consider the following questions:

- **What information should be shared?** Partnerships can share response plans, contact information, sensitive or proprietary information, and/or threat information.
- **How will the partnership guard sensitive and proprietary information?** Partnerships should ensure that proprietary information is not improperly disseminated.
- **How will the information be shared?** This information can be shared in a number of ways, including insecure networks (such as list serves or conference calls) or secure networks (such as Infragard or DHS HSIN).

Emergency Communications

Emergency communications during an incident are another vital aspect of communication within public–private partnerships. Partnerships can relay emergency communications using methods such as:

- Direct communication
- Incident alerts
- Situational reporting
- Private-sector representation at an EOC

Partnerships can use some combination of these methods, depending on the type of information they need to convey during an incident, and who needs to receive the information conveyed.

Resource Sharing

Public-private partnerships can also support emergency management through resource sharing. By sharing resources, partnerships can more efficiently prepare for, respond to, and mitigate incidents. Resources can include tangible items, volunteers, or technical assistance.

In order to effectively share resources, partnerships should create a resource sharing plan. The plan should determine how resources will be managed, organized, and used to support partnership goals. In many cases, a resource inventory can be used to manage available resources in preparation for an incident.

Sustaining a Public-Private Partnership

Once partnerships are established, partners can engage in information and resource sharing and emergency communications. However, partnerships should also take steps to ensure that partners develop their own capabilities, which in turn help the partnership to sustain itself. Partners can improve their ability to prepare for, respond to, and mitigate disasters by engaging in:

- Accreditation and certification
- Joint exercises
- Business continuity planning

If the partnership does not seem to be sustaining itself, partners can assess their effectiveness by reevaluating their original value proposition. Reevaluating the value proposition can help a partnership determine when it is in trouble and how to correct the issue.

Toolkit for Public-Private Partnerships

Now that you have completed the Improving Preparedness and Resilience through Public–Private Partnerships course, you should be able to identify the steps to establish and sustain a public–private partnership and engaging in information sharing, emergency communications, and resource sharing. The Public–Private Partnership toolkit contains more information related to these topics, including sample documents and a comprehensive list of Web resources for the public and private sectors.