

# 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.