



U.S. DEPARTMENT OF HOMELAND SECURITY

FISCAL YEAR 2011

HOMELAND SECURITY GRANT PROGRAM

**SUPPLEMENTAL RESOURCE: SUPPORT FOR
PUBLIC-PRIVATE COLLABORATION**

May 2011



U.S. DEPARTMENT OF HOMELAND SECURITY

Background

A Priority for the Federal Emergency Management Agency

When public and private sector representatives bring their combined knowledge and resources to the table as part of the same team, we are better able to serve our neighbors, fellow citizens, and our nation's disaster survivors in particular.

In 2010, FEMA invested more resources in private sector engagement around the nation, with a particular emphasis on public-private collaboration through partnerships at the state and other levels of government. Of note, FEMA authorized the addition of the first staff ever to focus on private sector outreach in each of the FEMA's 10 regions. With the addition of staff in the regions, FEMA will be able to conduct more direct and widespread collaboration with the private sector, in close coordination with states and other levels of government.

Through FEMA Headquarters' Private Sector Division, in the Office of External Affairs, additional resources have been dedicated to support the development of regional strategies, pilot programs, events, and other activities that will further strengthen regional efforts to fully integrate the private sector as an active part of the national emergency management team.

With full support from the top leadership, FEMA is actively pursuing available paths to integrate the private sector into national response operations. This effort is based on numerous state and local cases where bringing the private sector into an emergency operations center improved the response and recovery effort.

In August 2010, FEMA started the first-ever series of "Thunderbolt" exercises with the private sector. These one-day, short-notice exercises take place in FEMA's National Response Coordinating Center and in coordination with FEMA regions and programs. By bringing in national retailers or other sector representatives, FEMA is able to examine a range of complex issues – such as temporary housing and short- to long-term recovery – with the organizations that would be participating in a disaster response.

Growing Trend at State and City Levels

Many states and cities already have active, well-established partnership efforts – but there are still areas of the country that do not have a structure in place. FEMA's National Advisory Council and other stakeholders have recommended that government at all levels should integrate private sector entities into their emergency management activities, to include planning, training, exercising, preparedness, response and recovery.

Benefits to Public and Private Sector Partners

Based on FEMA's own efforts, as well as those of public-private partnership efforts around the nation, it is clear that ongoing collaboration offers strategic and operational benefits spanning the full range of the emergency management cycle.

Through public-private partnerships, states and other levels of government can:

- **Enhance situational awareness.** Rather than rely only on information gathered through standard government structures, all levels of government and the private sector have much to gain through shared situational awareness. This might be through an exchange of structured situation reports between a public and private EOC, or through other formal and information exchanges like Twitter feeds, verbal accounts, video and photos submitted by representatives of the private sector. The private sector, too, relies on timely information from the government to make sound business decisions related to operations, customer and employee safety, and supporting communications.
- **Improve decision-making.** The more complete and accurate a picture that can be created, the better decisions government and private sector leaders can make. Ideally, the enhanced situational awareness will move toward real-time capabilities that allow decision-makers to make informed choices based on the most up-to-date, relevant and accurate data.
- **Access more resources.** When the public and private sectors work together, one of the key results is more resources. Resources include not only donated or paid goods and services, but also the intellectual capital that private sector executives bring in the form of strategic and business knowledge.
- **Expand reach and access for communication efforts.** Regular, meaningful communication is vital to the success of any effort. Reaching out to individuals through private sector organizations can exponentially increase the reach and access of any outreach effort. Often, private sector partners are willing to carry a message, article, or other communication through their internal channels- such as organizational websites, newsletters, trade publications, emails, Twitter and Facebook accounts, and messaging systems. Leveraging these simple resources can mean access to thousands or millions of people targeted groups through a handful of representative organizations. Furthermore, for critical messages this means of communications adds the weight of the private sector organization's own credibility, thus increasing the likelihood of the recipients taking appropriate action.
- **Better coordination with other efforts by segments of the private sector.** No matter what stage of the emergency management cycle you are in, the private sector has a related piece of the puzzle. Close collaboration and coordination through ongoing partnership efforts will support effective planning, preparedness, and response by all participating members of a public-private partnership.
- **Increase credibility and buy-in for emergency management efforts.** Public-private partnerships increase transparency and understanding by all parties involved. The private sector partners offer credibility when carrying critical information to their stakeholders, and government efforts gain credibility when they are based on a true understanding of private sector capabilities, limitations, and requirements.

- **Maintain strong relationships, built on mutual understanding.** The value of good working relationships has been proven repeatedly during emergencies of all types. Many public-private partnerships have been established only after the community has experienced the impact and lengthy recovery after an uncoordinated response to major disaster. Other partnerships have evolved after learning from the lessons of their peers. Either way, it is essential that all stakeholders involved in a response have established relationships long before something happens. The result is faster, more effective response and recovery.
- **Create more resilient communities and increase jurisdictional capacity to prevent, protect against, respond to, and recover from major incidents.** The effort that government and private sector partners contribute toward collaboration, coordination and communication throughout the year pays dividends and can be measured in the resilience of a community to all hazards.

Resources

- **Public-Private Partnership Models.** FEMA has started a library of model public-private partnerships that have formed regionally or at the state and city levels. This information documents good practices and requirements for success identified by these partnerships. Read or contribute to the collection at: <http://www.fema.gov/privatesector/ppp.shtm>.
- **Tools and Information.** FEMA.gov includes a dedicated portal where the private sector can find resources and information covering the whole emergency management cycle. This portal also includes social media applications, such as Twitter and a widget, information on training, grants, other federal resources, and weekly tips: www.fema.gov/privatesector.

Key Considerations for Public-Private Partnerships

There is ample evidence that any community can benefit from public-private collaboration in emergency management. While the term “public-private partnership” is open to interpretation, key considerations for FEMA’s purposes include organizations that are:

- **Publically accessible:** The Partnership includes the private sector. As appropriate to the region, this means business and industry, trade and professional organizations, academic institutions, voluntary, non-profit, and other non-governmental organizations.
- **Dedicated:** A liaison has been identified to staff and manage the public-private partnership, and implement the Partnership’s strategic plan.
- **Resourced:** Funding, facilities, tools, and staffing are available to support Partnership efforts
- **Engaged:** There is active support, participation, and two-way communication by the public and private sector members, as well as their leadership.

- **Sustainable:** The Partnership is supported by strategic plans, funds, and resources necessary for long-term viability. Activity takes place around the year, and throughout the emergency management cycle.

Support Requirements for Public-Private Collaboration

This section covers the key requirements for successful partnerships, which FEMA has identified through its review of existing national, regional, state, territory, county and city partnerships.

Program management:

- Salary for a dedicated liaison who acts as the primary point of contact, coordinates the public-private partnership and ensures proper implementation of the strategic plan
- Facilities, including meeting space and work space for private sector liaisons
- Supplies needed to support regular communications and document partnership efforts

Tools, resources and activities that facilitate shared situational awareness between the public and private sectors.

- Web-based and new media platforms that allow real-time information exchange
- Asset mapping, such as participation in FEMA's Total Asset Visibility and LogViz initiatives
- A seat(s) in the emergency operation center, or virtual EOC

Structures and mechanisms for information sharing between the public and private sector:

- Tools, software, programs, and other mechanisms that support two-way information sharing during normal and emergency operations
- Means to receive input or feedback from the private sector, and encourage participation from civic leaders from all sectors
- Regular and timely communications on subjects relating to all phases of emergency management, such as newsletters, emails, and alerts.

Operational Support:

- Tools for identifying and tracking available paid and unpaid disaster response resources
- Dedicated space and equipment for private sector representation within a state, county, or city emergency operation center
- A dedicated business emergency operations center that works with the state, county or city EOC.
- Tools for real time information sharing between the public and private sector
- Licensing, screening, or other requirements for access to real EOC or virtual EOC

Joint Training and Exercises with the Public and Private Sectors:

- Training to ensure private sector and public sector participants are qualified to work on specific tasks or for learning new tools used to support the partnership
- Training for members of the public and private sector on how to work together
- Overtime pay for first responders and emergency managers who participate in private sector-sponsored exercises
- Support inclusion of private sector in government-sponsored training and exercises

Outreach and marketing to support recruitment, as well as sustain and increase year around partnership efforts:

- Support for in-person meetings, events, and conferences that bring the public and private sectors together
- Web-based and social media tactics (webinars, emails, newsletters, alerts, databases, online collaboration tools, website development and maintenance, etc)
- Traditional print and radio outreach (advertisements, localization of Ready public service announcements, etc)
- Collateral (brochures, banners, fact sheets and other informational material)

Contact Information

FEMA Headquarters

For national inquiries, contact FEMA HQ Private Sector Division, Office of External Affairs, at:

FEMA-Private-Sector@dhs.gov

202-646-4500 (main desk)

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FEMA Regions

All 10 FEMA Regions will have a dedicated point of contact for private sector engagement by 2011. Until positions have been filled, you may contact FEMA Headquarters or contact the Regional Offices of External Affairs for assistance.