

# **FISCAL YEAR 2014**

## **HOMELAND SECURITY GRANT PROGRAM**

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

#### **Background**

Since Fiscal Year 2011, FEMA has included language supporting public-private collaboration into the Homeland Security, Emergency Management and Tribal grant programs. This grant supplemental guide identifies some of the ways that states, tribes and territories may consider using funding from these grants in support of private sector collaboration, based on actual needs communicated by states and localities that are already working proactively with the private sector.

#### **Q: Who is eligible for these grants?**

A: The State Administrative Agent (SAA) is the grant applicant in most cases, although depending on the grant, the state emergency manager or a directly eligible tribe can apply. An SAA may coordinate funding to achieve a grant funded mission goal using sub grantees. These sub grantees can be, but are not limited to, local governments, private entities, and quasi government agencies (like Port Authorities or transportation systems)

#### **Q: How do I find my State Administrative Agent?**

A: SAAs representing the 56 States and Territories can be found at:  
<http://www.fema.gov/media-library/assets/documents/28689?id=6363>

#### **Q: How can I get more information?**

A: For additional program-specific information, please contact the Centralized Scheduling and Information Desk (CSID) help line at (800) 368-6498 or askcsid@dhs.gov. CSID hours of operation are from 9:00 a.m. to 5:30 p.m. EST, Monday through Friday.

For financial-related questions, including pre-and post-award administration and technical assistance, applicants may contact the FEMA Call Center at (866) 927-5646 or via e-mail to ASK-GMD@dhs.gov.

## Eight Key Benefits to Public and Private Sector Partners

Through public-private partnership, government and the private sector can:

1. **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.
2. **Increase the effectiveness of emergency management and homeland security efforts.** Public-private partnerships increase transparency and understanding by all parties involved. For example, people may be more likely to take appropriate action when they learn of it through their employer, and government efforts can be more effective when they are based on a true understanding of private sector capabilities, limitations, and requirements.
3. **Improve 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.
4. **Build strong teams based 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.
5. **Enhance situational awareness.** All levels of government and the private sector have much to gain through shared situational awareness during disasters. This might be through an exchange of structured situation reports between a public and private emergency operations center, or through other formal and informal 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.
6. **Augment resources.** When the public and private sectors work together, one of the key results is more resources dedicated to making communities stronger and recovering more quickly from emergencies. Resources include not only donated or paid goods and services, but also the intellectual capital that private sector executives in the public and private sectors bring in the form of strategic and business knowledge.
7. **Expand reach and access for communication efforts.** Regular, meaningful communication is vital to the success of any effort. When 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, social media accounts, and messaging systems, they help increase access to vital information by people who may need it.

## Resources

FEMA has offers a number of tools and resources to support public-private collaboration.

### Key tools and resources include:

- **The National Business Emergency Operations Center** was created in 2011 as a mechanism to increase coordination between and information sharing between public and private sector stakeholders preparing for, responding to, and recovering from disasters. Participation in the NBEOC is voluntary and open to all members of the private sector, including large and small businesses, associations, universities, think tanks, and non-profits. The NBEOC currently has are over 300 members. Information and an application are available at <http://www.fema.gov/private-sector>.
- **Staff at all levels** to help establish and maintain two-way communication between FEMA, state/local/tribal/territorial officials, and private sector during steady state and disaster operations. At the national and regional levels, FEMA maintains staff who work around the year to advance public-private collaboration. During disasters, a cadre of private sector specialists deploys to support Joint Field Office efforts, as part of ESF 15- External Affairs. A map of regional liaisons is included at the end of this document.
- **Opportunities for face-to-face exchange of information and good practices.** Although online resources are valuable in their broad accessibility, sometimes face-to-face opportunities are the best way to fully engage people and encourage a productive exchange of ideas. FEMA held its first national conference on “Building Resilience through Public Private Partnerships” in August 2011. Combined in-person and virtual participation reached close to 1,000 people nationwide. The conference was developed in collaboration with DHS and USNORTHCOM and was co-hosted at the U.S. Chamber of Commerce and the American Red Cross Headquarters. The DHS Office of Infrastructure Protection will be leading the conference in 2014. For more information, keep checking [www.fema.gov/private-sector](http://www.fema.gov/private-sector).

### Widely accessible resources and training to support public private partnerships, including:

- **Two introductory courses on public private partnerships.** In December 2011, FEMA launched FEMA IS-660: Introduction to Public-Private Partnerships, the first web-based course on building public-private partnerships in emergency management. In 2012, it launched IS-662: Improving Preparedness and Resilience Through Public-Private Partnerships. Both courses are offered through the Emergency Management Institute’s (EMI) Independent Study Program (ISP) and were designed in collaboration with both the public and private sector. Both are available to anyone, but particularly recommended for emergency management and community planners, senior-level personnel from response agencies, representatives from private-sector organizations, and Federal, state, local, and tribal government agencies that may participate in collaborative continuity planning efforts.
  - <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-660>

- <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-662>
- **Downloadable, self-facilitated tabletop exercises.** FEMA has developed six tabletop exercises, complete with video injects and facilitator notes. These exercises can be used as an activity at the community, organization, or partnership level. <http://www.fema.gov/emergency-planning-exercises>.
- **Collection of sample national, state, local public-private partnership models** for reference and inspiration. For those seeking ideas on starting a partnership, or interested in sharing their own good practices, FEMA maintains a growing collection of different public-private partnership models. These are available online at <http://www.fema.gov/public-private-partnerships-1>.
- **More 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/private-sector](http://www.fema.gov/private-sector).

## Key Considerations for Public-Private Partnerships

While the term “public-private partnership” is open to interpretation the traits below have been found to be key to successful collaboration.

|                     |  |
|---------------------|--|
| Publicly Accessible | <i>The contacts, leadership, skills, information, resources, and capabilities of the collaborative partnership are recognized by, available to, 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 accurate and timely information and meaningful services in support of protecting life and property.</i> |
| Dedicated           | <i>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.</i>  |
| Resourced           | <i>Resourced partnerships have funding, facilities, tools, and staffing available to support partnership efforts.</i>  |
| Engaged             | <i>There should be active support, participation, and two-way communication by public and private sector leadership and members in a successful partnership. The partnership actively trains, exercises, prepares, responds, recovers, and mitigates.</i>  |
| Sustainable         | <i>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.</i>   |

## Suggested Uses for Grant Funds in Support of Public-Private Collaboration

This section covers the key requirements for successful partnerships, which FEMA has identified through its review of existing national, regional, state, county and city partnerships. Based on these requirements, we encourage states, tribes, territories and local governments to consider using available grant funding from any source to support the development, participation in, and maintenance of public-private partnerships focused on building resilience.

### **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 to support disaster operations
- 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
- Hosting self-facilitated community or organizational tabletop exercises, such as those available for free at [www.fema.gov](http://www.fema.gov).

**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

For more information related to the resources mentioned in this guide, you may contact the Private Sector Division liaison in your region.

### FEMA Headquarters

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

[FEMA-Private-Sector@dhs.gov](mailto:FEMA-Private-Sector@dhs.gov)

202-646-4500 (main desk)

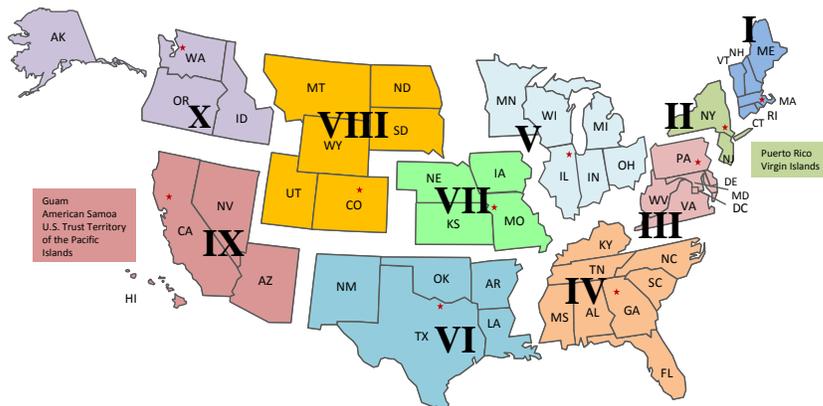
500 C St SW

Washington, DC 20471

### FEMA Regions

All 10 FEMA Regions have a dedicated point of contact for private sector engagement. Find your regional representative and contact information on the map below:

#### Regional Private Sector Liaisons



|  |  |   |   |
|--|--|---|---|
| <b>1</b> Bruce Brodoff<br>(617) 956-7517<br><a href="mailto:Bruce.brodoff@fema.dhs.gov">Bruce.brodoff@fema.dhs.gov</a>   | <b>3</b> Stephanie Pyle<br>(215) 931-5654<br><a href="mailto:Stephanie.Pyle@fema.dhs.gov">Stephanie.Pyle@fema.dhs.gov</a>              | <b>6</b> Tim (James) Cole<br>(940) 898-5525<br><a href="mailto:James.Cole@fema.dhs.gov">James.Cole@fema.dhs.gov</a>               | <b>9</b> Michael Cummings<br>(510) 627-7220<br><a href="mailto:Michael.Cummings@fema.dhs.gov">Michael.Cummings@fema.dhs.gov</a>     |
| <b>2</b> Ashley Smith<br>(212) 680-8555<br><a href="mailto:Ashley.Smith6@fema.dhs.gov">Ashley.Smith6@fema.dhs.gov</a>    | <b>4</b> Phil Strouse<br>(770) 220-5249<br><a href="mailto:Philip.Strouse@fema.dhs.gov">Philip.Strouse@fema.dhs.gov</a>                | <b>7</b> Scott Weinberg<br>(816) 283-7536<br><a href="mailto:Jonathan.Weinberg@fema.dhs.gov">Jonathan.Weinberg@fema.dhs.gov</a>   | <b>10</b> Lucianne Phillips<br>(425) 487-2104<br><a href="mailto:Lucianne.Phillips@fema.dhs.gov">Lucianne.Phillips@fema.dhs.gov</a> |
| <b>2</b> Yadira Nadal (PR and VI)<br>(787) 7296-3500<br><a href="mailto:Yadira.Nadal@fema.gov">Yadira.Nadal@fema.gov</a> | <b>5</b> Kimberly Phillips<br>(312) 408-4413<br><a href="mailto:Kimberly.L.Phillips@fema.dhs.gov">Kimberly.L.Phillips@fema.dhs.gov</a> | <b>8</b> Katie Appenrodt<br>(303)235-4775<br><a href="mailto:Kathleen.Appenrodt@fema.dhs.gov">Kathleen.Appenrodt@fema.dhs.gov</a> |   |