

# PRIVATE-SECTOR PARTNER GUIDE

## INTRODUCTION

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The National Response Framework (NRF) is a comprehensive national guidance document that addresses roles, responsibilities, activities, and interdependencies for partners involved in response and short-term recovery actions to disasters and emergencies in the United States. This includes local, tribal, State, and Federal governments, as well as nongovernmental organizations (NGOs) and the private sector.

This Partner Guide provides a targeted index to information in the NRF core document that is specifically pertinent to private-sector and NGO leaders and emergency management practitioners. The Guide is intended to serve as a ready reference to assist users in quickly locating sections of the NRF that are applicable to private-sector partners.<sup>1</sup>

## RESPONSE DOCTRINE

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**Response Doctrine..... NRF p. 8**

Response doctrine defines basic roles, responsibilities, and operational concepts for response across all levels of government.

**Engaged Partnership..... NRF p. 9**

Engaged partnership includes ongoing communication of incident activity among all partners to the *Framework*, and shared situational awareness for a more rapid response.

**Tiered Response..... NRF p. 10**

Incidents must be managed at the lowest possible jurisdictional level and supported by additional capabilities when needed.

**Scalable, Flexible, and Adaptable Operational Capabilities..... NRF p. 10**

As incidents change in size, scope, and complexity, the response must adapt to meet requirements.

**Unity of Effort Through Unified Command.....NRF p. 10, 48**

Unified command enables agencies with different legal, jurisdictional, and functional responsibilities to coordinate, plan, and interact effectively on scene.

**Readiness To Act..... NRF p. 11**

A forward-leaning posture is imperative for incidents that have the potential to expand rapidly in size, scope, or complexity, and for no-notice incidents.

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<sup>1</sup> In the context of the *NRF*, the definition of private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry including large and small businesses as well as critical infrastructure and key resources (CIKR). While the private sector is considered to include organizations and entities that are not part of any governmental structure, a separate partner guide exists for NGOs that work cooperatively with government and play a major role in assisting emergency managers before, during, and after an incident. Examples of NGOs include the American Red Cross, National Voluntary Organizations Active in Disaster, community and faith-based organizations, and numerous others.

## ROLES AND RESPONSIBILITIES

The following section denotes where information can be found within the NRF on the roles of private-sector partners and NGOs, with whom State, tribal, and territorial partners will most likely interface prior to, during, and after an incident.

**Private Sector .....NRF p. 18**  
**Critical Infrastructure and Key Resources Support Annex**  
**Private-Sector Coordination Support Annex**

The private sector plays a key role before, during, and after an incident. Many private-sector organizations are responsible for operating and maintaining portions of the Nation’s critical infrastructure. Participation of the private sector during a response varies based on the nature of the organization and the nature of the incident.

**Private-Sector Incident Management Organizations ..... NRF p. PRV-7<sup>2</sup>**  
 Representative private-sector incident management organizations may be established to assist Federal, State, tribal, or local regional-level or local coordination centers or field offices to facilitate interaction, communication, and coordination with the private sector.

**Table 1. Private-Sector Response Role**

Category	Role in This Category
<b>Impacted Organization or Infrastructure</b>	Private-sector organizations may be impacted by direct or indirect consequences of the incident. These include privately owned critical infrastructure, key resources, and other private-sector entities that are significant to local, regional, and national economic recovery from the incident. Examples of privately owned infrastructure include transportation, telecommunications, private utilities, financial institutions, and hospitals. Critical infrastructure and key resources (CIKR) are grouped into 17 sectors that together provide essential functions and services supporting various aspects of the American government, economy, and society.
<b>Regulated and/or Responsible Party</b>	Owners/operators of certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents from occurring and responding to an incident once it occurs. For example, Federal regulations require owners/operators of nuclear power plants to maintain emergency plans and facilities and to perform assessments, prompt notifications, and training for a response to an incident.
<b>Response Resource</b>	Private-sector entities provide response resources (donated or compensated) during an incident – including specialized teams, essential service providers, equipment, and advanced technologies – through local public-private emergency plans or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives.
<b>Partner With State/Local Emergency Organizations</b>	Private-sector entities may serve as partners in local and State emergency preparedness and response organizations and activities.
<b>Components of the Nation’s Economy</b>	As the key element of the national economy, private-sector resilience and continuity of operations planning, as well as recovery and restoration from an actual incident, represent essential homeland security activities.

<sup>2</sup> PRV = Private-Sector Coordination Support Annex, [www.fema.gov/pdf/emergency/nrf/nrf-support-private.pdf](http://www.fema.gov/pdf/emergency/nrf/nrf-support-private.pdf).

## PRIVATE-SECTOR PARTNER GUIDE

### **Critical Infrastructure and Key Resources (CIKR) ..... NRF p. 19**

Private-sector organizations play an essential role in protecting critical infrastructure systems and implementing plans for rapid restoration of normal commercial activities and critical infrastructure operations in the event of disruption.

### **Nongovernmental Organizations.....NRF p. 20**

NGOs play enormously important roles before, during, and after an incident.

### **The American Red Cross..... NRF p. 20**

The American Red Cross is a supporting agency to the mass care functions of Emergency Support Function (ESF) #6 – Mass Care, Emergency Assistance, Housing, and Human Services.

### **National Voluntary Organizations Active in Disaster (National VOAD) . NRF p. 20**

National VOAD is a consortium of approximately 50 national organizations and 55 State and territory equivalents.

### **Volunteers and Donations.....NRF p. 21**

#### **Volunteer and Donations Management Support Annex**

Responding to incidents frequently exceeds the resources of government organizations. Volunteers and donors can support response efforts in many ways, and it is essential that governments at all levels plan ahead to effectively incorporate volunteers and donated goods into their response activities.

### **Local Officials.....NRF p. 15**

The responsibility for responding to incidents, both natural and manmade, begins at the local level – with individuals and public officials in the county, city, or town affected by the incident.

### **Citizen Corps ..... NRF p. 18**

#### **Volunteer and Donations Management Support Annex p. VOL-1<sup>3</sup>**

Citizen Corps brings together local leaders from government and civic leaders from NGOs and the private sector to prepare for and respond to incidents.

### **State Government .....NRF p. 21**

A primary role of State government is to supplement and facilitate local efforts before, during, and after incidents. The State provides direct and routine assistance to its local jurisdictions through emergency management program development and by routinely coordinating in these efforts with Federal officials.

### **State and Local Incident Management Organizations.....NRF p. PRV-7**

Many States coordinate across regions to support various response activities. Their incident management organizations act as conduits for requests for Federal assistance when an incident exceeds local and private-sector capabilities.

### **Federal Government .....NRF p. 24**

#### **Emergency Support Function Annexes Federal Government Partner Guide Support Annexes Incident Annexes**

The Federal Government provides support to affected local, tribal, and/or State Governments when requested.

<sup>3</sup> VOL = Volunteer and Donations Management Support Annex, [www.fema.gov/pdf/emergency/nrf/nrf-support-vol.pdf](http://www.fema.gov/pdf/emergency/nrf/nrf-support-vol.pdf).

## PRIVATE-SECTOR RESPONSE ACTIONS

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Resilient communities begin with prepared individuals and depend on the leadership and engagement of the private sector and NGOs with local governments.

### **Preparedness Cycle .....NRF p. 27**

The preparedness cycle includes six essential activities for responding to an incident: plan, organize, train, equip, exercise, and evaluate and improve. Private-sector organizations may participate in preparedness activities through various means, including local Citizen Corps Councils that bring together local leaders from government and civic leaders from NGOs and the private sector to prepare for and respond to incidents.

### **Respond.....NRF p. 32**

Once an incident has occurred, private-sector elements respond to requirements at their own facilities and join with government incident managers and NGOs to implement community-based response plans that have been jointly developed and to deliver essential assistance either on a voluntary basis or as compensated partners.

#### **Gain and Maintain Situational Awareness ..... NRF p. 32**

Situational awareness requires continuous monitoring of relevant sources of information regarding actual and developing incidents.

#### **Activate and Deploy Resources and Capabilities ..... NRF p. 35**

When an incident or potential incident occurs, responders assess the situation, identify and prioritize requirements, and activate available resources and capabilities to save lives, protect property and the environment, and meet basic human needs.

#### **Coordinate Response Actions ..... NRF p. 36**

Coordination of response activities occurs through response structures based on assigned roles, responsibilities, and reporting protocols.

#### **Demobilize ..... NRF p. 44**

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status.

### **Recover.....NRF p. 45**

The protection of critical infrastructure and the ability to rapidly restore normal commercial activities can mitigate the impact of an incident, improve the quality of life of individuals, and accelerate the pace of recovery for communities and the Nation.

## REQUESTING ASSISTANCE

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Private-sector organizations collaborate with first responders, governments at all levels, NGOs, and other agencies and organizations providing relief services to sustain life, reduce physical and emotional distress, and promote recovery of disaster victims. Together they form a relationship that begins at the grassroots level, depending on the local, State, and tribal resources, and provides the backbone for incident management and response.

**General Process for Requesting Federal Assistance** .....NRF p. CIKR-4<sup>4</sup>  
Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services.

## PRIVATE-SECTOR RESPONSE: STRUCTURES

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The following section identifies the response structures with which the private sector and NGOs coordinate and/or participate.

**Response Concepts Impacting Structures** .....NRF p. 48  
The National Incident Management System (NIMS) ([www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims)) provides a set of core common concepts, principles, terminology, and technologies. NIMS provides a consistent template for managing incidents.

**Incident Command System (ICS)** .....NRF p. 48, 49  
ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

**Multiagency Coordination System (MACS)**..... NRF p. 48  
Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination.

**Unified Command**.....NRF p. 10, 48  
An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

**Area Command**..... NRF p. 50  
An organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged.

**National Operations Center (NOC)** .....NRF p. 55  
The NOC is the primary national hub for situational awareness and operations coordination across the Federal Government for incident management.

**National Infrastructure Coordinating Center (NICC)** ..... NRF p. 56  
The NICC monitors the Nation's critical infrastructure and key resources on an ongoing basis.

**National Response Coordination Center (NRCC)** ..... NRF p. 56  
The NRCC, a component of the NOC, is FEMA's primary operations management center, as well as the focal point for national resource coordination. During activation of the NRCC, a liaison to the private sector serves as a facilitator to connect private-sector organizations with incident management operations.

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<sup>4</sup> CIKR = Critical Infrastructure and Key Resources Support Annex, [www.fema.gov/pdf/emergency/nrf/nrf-support-cikr.pdf](http://www.fema.gov/pdf/emergency/nrf/nrf-support-cikr.pdf).

**Regional Response Coordination Center (RRCC) .....NRF p. 61**

Operating under the direction of the FEMA Regional Administrator, the RRCCs coordinate Federal regional response efforts, and maintain connectivity with State EOCs, State fusion centers, Federal Executive Boards, and other Federal and State operations and coordination centers that have potential to contribute to development of situational awareness.

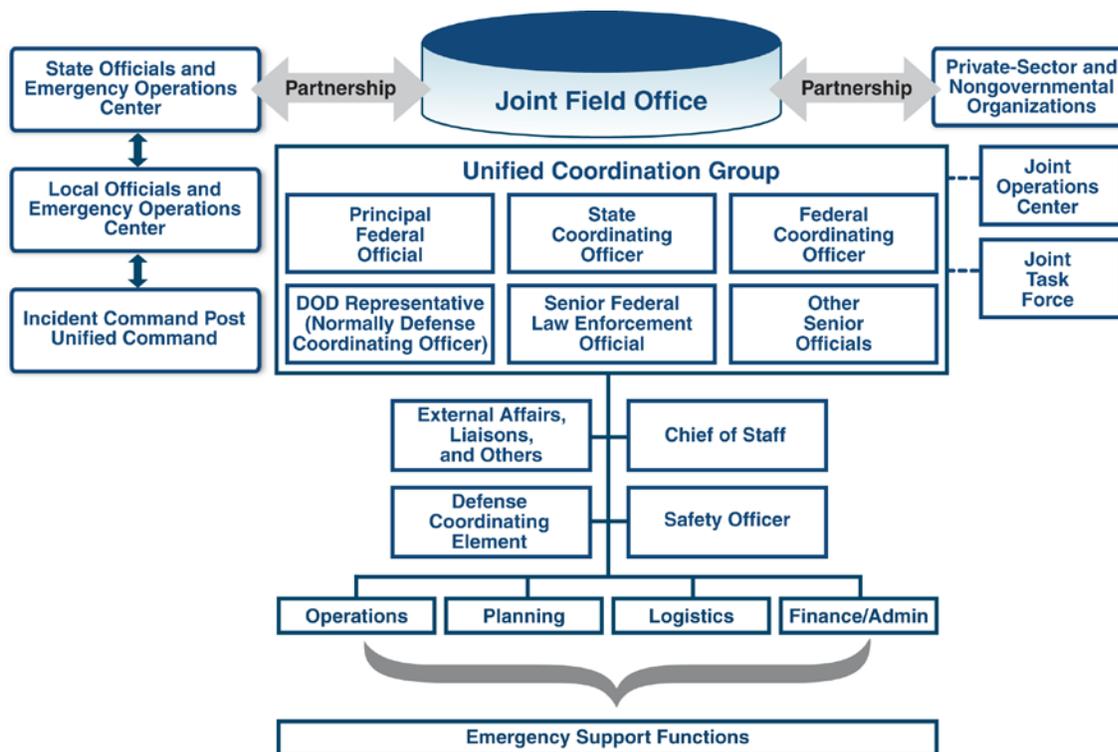
**Joint Field Office (JFO) .....NRF p. 62**

The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery.

**Infrastructure Liaison ..... NRF p. 64**

The Infrastructure Liaison is assigned by the Department of Homeland Security Office of Infrastructure Protection and advises the Unified Coordination Group on regionally or nationally significant CIKR issues.

**Figure 1. Joint Field Office**



**Emergency Support Functions .....NRF p. 57**

During a response, ESFs are a critical mechanism to coordinate functional capabilities and resources provided by Federal departments and agencies, along with certain private-sector and nongovernmental organizations.

**Joint Information Center ..... NRF p. 37, 52, 65**

The JIC is responsible for the coordination and dissemination of information for the public and media concerning an incident.

## NRF RESOURCE CENTER

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This Partner Guide and the documents referenced in it, as well as other materials that directly or indirectly support the NRF, can be found on the NRF Resource Center. To assist readers in implementing the *Framework*, the Resource Center is an online repository of supporting documents, resources, and educational materials. It is intended especially to assist emergency management practitioners. This repository provides a single, Web-based portal for documents, information, training materials, and other tools needed for response partners to understand and execute their roles under the *Framework*.

The online Resource Center's home page may be found at <http://www.fema.gov/NRF>.

### NRF Documents

- NRF Brochure
- NRF Fact Sheet
- NRF Frequently Asked Questions
- NRF Emergency Support Function Annexes
- NRF Support Annexes
- NRF Incident Annexes
- NRF Partner Guides

### Related Documents

- Emergency Management Assistance Compact (EMAC): Overview
- National Incident Management System (NIMS)
- National Infrastructure Protection Plan (NIPP)
- National Preparedness Guidelines
- National Strategy for Pandemic Influenza

### Supplemental Resources

- Authorities
- Glossary and Acronyms
- Overview of Stafford Act Support to States
- Overview of Federal-to-Federal Support
- JFO Task Books
- Training Resources
- Job Aids/SOPs
- What's New

### Briefings

- NRF Rollout Briefing
- Overview Briefing for Local, Tribal, and State Response Partners
- Overview Briefing for the Private Sector
- Overview Briefing for Nongovernmental Organizations

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