

A photograph of the United States flag waving in the wind, set against a backdrop of snow-capped mountains under a clear blue sky. The flag is positioned in the upper left, extending towards the right side of the frame.

U.S. DEPARTMENT OF HOMELAND SECURITY

**FISCAL YEAR 2012**

**HOMELAND SECURITY GRANT PROGRAM**

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



U.S. DEPARTMENT OF HOMELAND SECURITY

## Overview

When the public and private sectors 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 the FY 2012 Senate appropriations bill, Congress states, "Disaster preparedness, mitigation, response, and recovery are efforts that particularly lend themselves to public and private partnerships. In order to effectively respond and recover from an event, the two sectors must work together to protect citizens during a disaster, and help communities rebuild after."

FEMA first inserted new grant guidance on private sector engagement in FY 2011, with a correlating grant supplemental that specifically identifies ways that states may spend Homeland Security, Emergency Management and Tribal 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. This FY 2012 grant supplemental expands on the resources available to support state/local/tribal/territorial efforts to partners with the private sector in emergency management and homeland security initiatives.

## Growing Trend at All Levels of Government

Many states, counties, cities and some tribes and territories already have active, well-established partnership efforts to enhance local disaster resilience— but there are still many areas of the country where the private sector is not engaged as a part of the emergency management team. FEMA's National Advisory Council and other organizations 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. And, as part of the FY 2012 Homeland Security appropriations, Congress has mandated that FEMA report on "options to better use public and private partnerships to maximize cooperation and accomplish projects that neither sector can complete on their own."

## Eight Key Benefits to Public and Private Sector Partners

Based on current 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 partnership, government and the private sector can:

- 1. 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 emergency operations center, 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.

2. **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.
3. **Access more 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 bring in the form of strategic and business knowledge.
4. **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, Twitter and Facebook accounts, and messaging systems, they help increase access to vital information by people who may need it.
5. **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.
6. **Increase the effectiveness of emergency management 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.
7. **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.
8. **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

FEMA is investing more resources into private sector engagement around the nation, with a particular emphasis on public-private collaboration through partnerships at the state and other levels of government.

Key tools and resources include:

- **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.
- **Opportunities for face-to-face exchange of information and good practices, such as the 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 conference after action report is available on [www.fema.gov/privatesector](http://www.fema.gov/privatesector), and planning for the 2012 conference is underway with USNORTHCOM as the lead.
- **Widely accessible resources and training to support public private partnerships, including:**
  - **An introductory course on public private partnerships.** In December 2011, FEMA launched the first web-based course on building public-private partnerships in emergency management: [FEMA IS-660: Introduction to Public-Private Partnerships](#). The training is offered through the Emergency Management Institute’s (EMI) Independent Study Program (ISP) and was designed in collaboration with both the public and private sector. It is 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.
  - **Downloadable, self-facilitated tabletop exercises.** FEMA has developed several tabletop exercises, complete with video injects and facilitator notes. These exercises can be used as an activity at the community, organization, or partnership level. Additional scenarios are planned for 2012. <http://www.fema.gov/privatesector/exercises.shtml>
  - **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/privatesector/ppp.shtm>.

- **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/privatesector](http://www.fema.gov/privatesector).

## Key Considerations for Public-Private Partnerships

Any community can benefit from public-private collaboration in emergency management. While the term “public-private partnership” is open to interpretation, key considerations for emergency managers include partnerships are explained below, and can be remembered easily as “PADRES” – a **P**ublicly **A**ccessible, **D**edicated, **R**esourced, **E**ngaged and **S**ustainable state/territory led or supported public-private partnership.

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 to consider using available grant funding from any source to support the development, participation in, and maintenance of public-private partnerships focused on emergency management.

**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
- 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**

### **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)

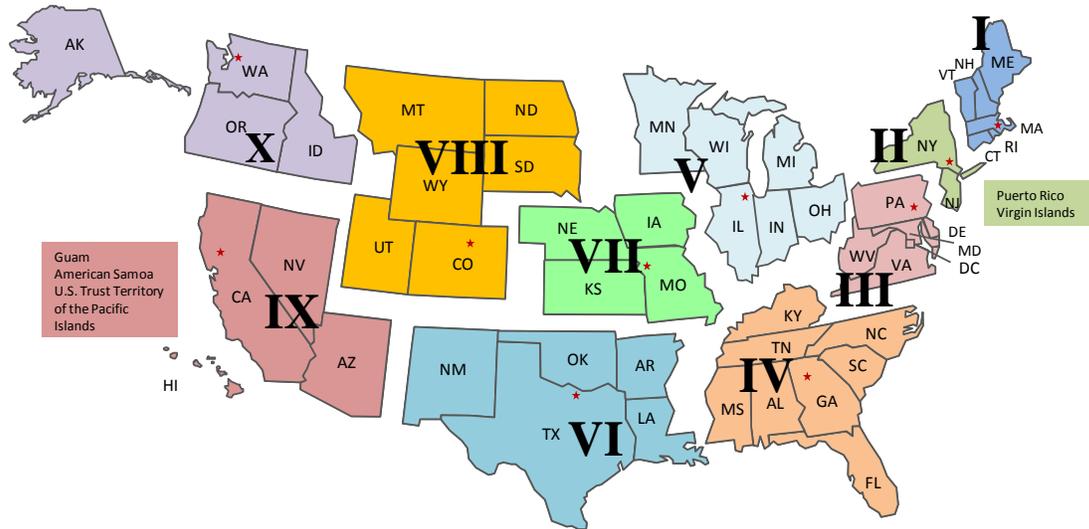
500 C St SW

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



- |  |  |   |   |
|--|--|---|---|
| <p><b>1</b> <b>Bruce Brodoff</b><br/>(617) 956-7517<br/><a href="mailto:Bruce.brodoff@fema.gov">Bruce.brodoff@fema.gov</a></p>     | <p><b>3</b> <b>Stephanie Pyle</b><br/>(215) 931-5654<br/><a href="mailto:Stephanie.Pyle@fema.gov">Stephanie.Pyle@fema.gov</a></p>              | <p><b>6</b> <b>Winston Barton</b><br/>(940) 898-5525<br/><a href="mailto:Winston.Barton@fema.gov">Winston.Barton@fema.gov</a></p>       | <p><b>9</b> <b>Michael Cummings</b><br/>(510) 627-7220<br/><a href="mailto:Michael.Cummings@fema.gov">Michael.Cummings@fema.gov</a></p>     |
| <p><b>2</b> <b>Terry Winters</b><br/>(212) 680-8516<br/><a href="mailto:Terence.Winters@fema.gov">Terence.Winters@fema.gov</a></p> | <p><b>4</b> <b>Phil Strouse</b><br/>(404) 909-2641<br/><a href="mailto:Philip.Strouse@fema.gov">Philip.Strouse@fema.gov</a></p>                | <p><b>7</b> <b>Scott Weinberg</b><br/>(816) 283-7536<br/><a href="mailto:Jonathan.Weinberg@fema.gov">Jonathan.Weinberg@fema.gov</a></p> | <p><b>10</b> <b>Lucianne Phillips</b><br/>(425) 487-2104<br/><a href="mailto:Lucianne.Phillips@fema.gov">Lucianne.Phillips@fema.gov</a></p> |
| <p><b>2</b> <b>Maria Davila</b><br/>(305) 762-3572<br/><a href="mailto:Maria.Davila@fema.gov">Maria.Davila@fema.gov</a></p>        | <p><b>5</b> <b>Kimberly Phillips</b><br/>(312) 408-4413<br/><a href="mailto:Kimberly.L.Phillips@fema.gov">Kimberly.L.Phillips@fema.gov</a></p> | <p><b>8</b> <b>Megan Floyd</b><br/>(303) 235-4638<br/><a href="mailto:Megan.F.Floyd@fema.gov">Megan.F.Floyd@fema.gov</a></p>            |   |