



# Public Private Partnership

## Summary

The **Missouri Public Private Partnership (MOP3) Committee** is a voluntary coalition of Missouri's private and public sector leaders, who share a commitment to strengthening the capacity of the state to prevent, prepare for, respond to, and recover from disasters. MOP3 partners work to reduce the impact of emergencies on their communities by pledging resources and offering support services. The committee promotes the application of best business practices; partnering on planning, training and exercise development; fostering participation in intelligence / information fusion; and provide a private sector platform to address issues and concerns for homeland security initiatives.

## Background

The Missouri Public Private Partnership (MOP3) Committee was authorized October 2006, under the Missouri Governor's Homeland Security Advisory Council, it seeks to foster direct involvement of the private sector to augment and support Missouri's prioritized homeland security issues and emergency management initiatives. The committee is organized to provide private sector representation for the 18 DHS critical infrastructure sectors. The committee serves to provide advice, information, and recommendations on issues associated with Missouri's homeland security strategy and emergency management response from a private sector perspective.

Most Americans agree that government alone cannot secure the homeland and that the private sector must also play a major role. They know that business and government live in different worlds, with different interests and cultures, and that getting the two to work together toward a common goal is difficult.

Implementation of Public – Private Partnership efforts is like building a bridge across a river, it can be done, but it takes careful planning, collaboration, and execution. Planning involves answering questions like: What kind of traffic will the bridge need to support? Where should it be built? Should there be one bridge or many? How closely should plans for one bridge integrate with the rest of the transportation system? And finally, to ensure the highest quality execution, planners must rely on experienced builders and operators who understand the local terrain and can build solid, trustworthy foundations on both sides of the bridge.

The Missouri partnership:

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- Is directed by its State's government and business leaders;
- Has membership that cuts across industry sectors and all levels of government; and
- Implements multiple initiatives that improve prevention, preparedness, response and recovery capabilities – addressing both national and regional priorities.

### **Goals and Objectives**

The goals of the committee are:

- Engages individual businesses, trade associations and other non-governmental organizations to foster dialogue with the State on homeland security and emergency management issues.
- Advises the Office of Homeland Security on the impact of the department's policies, regulations, processes, and actions on the private sector.
- Promotes public-private partnerships and best practices to improve the state's homeland security preparedness and response capability.
- Creates and fosters strategic communications with the private sector to enhance Missouri's homeland security and emergency management initiatives.

### **Description**

The MOP3 is organized along the lines of the 18 critical infrastructure sectors. The MOP3 Committee has committee members representing Missouri's Critical Infrastructure Sectors in accordance with the DHS National Response Framework, augmented by specific economic sector representation. Members occupy positions as Co-Chairs of their specific industry representation. The main coordinating body is the Standing Committee composed of both private sector companies and State government agency representation. The committee is augmented by a Standing Committee composed of representatives of the UASI's, and national level homeland security organizations, and an Advisory Committee composed of Subject Matter Experts (SME). The organization has a Chairman, First Vice Chairman, Second Vice Chairman, and a Third Vice Chairman – all from the private or non-profit sector.

### **Requirements for Success**

Public-Private Partnerships have demonstrated their value, leveraging modest investments into an exponential growth in homeland security capability. Public-private partnerships can help fill gaps in homeland security that neither government, nor business can fill alone. Increasingly, they are assuming a vital role in our nation's homeland security strategy.

Business-government partnerships require a level of trust that is easiest to build at the local level. Relationships of trust are strengthened as partners work together on a regular

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basis to achieve a common objective. Partnerships make it possible for business and government leaders to work together for the welfare of their communities – not once, but on an ongoing basis across many initiatives.

### **Essential objectives of successful public-private partnerships:**

- Mobilization of a team of businesses, representative of the state or regional economy, that are willing to dedicate human and capital resources to the partnership's operations and programming.
- Integrating private sector and government resources to build new capabilities for response to natural or man-made disasters.
- Validating new operational capabilities, using a multi-hazard approach, through regular exercises with public and private partners.
- Establishing strong trusting relationships and improving communication between public and private sectors – before, during, and after a disaster.

### **Core characteristics of successful public - private partnerships:**

- Statewide commitment of both government and business leaders, demonstrated by their commitment of time and resources.
- Funding of partnership efforts (funded by corporations, individuals and/or foundations), and government funding directed to partnership programs, training and exercises.
- Member governed, through Advisory and Operating committees, with partnership's focus and activities reflecting its region's needs, but consistent with federal doctrine.
- Members define measurable deliverables for the partnership each year .
- Building on existing resources and organizations, exploring opportunities to collaborate and broaden participation in partnership initiatives.
  - Non-partisan and non-profit, with participants placing "continuity of community" above parochial interests .

### **Performance measures of successful public - private partnerships:**

- Capabilities delivered and exercised .
- Partner engagement and satisfaction with the partnership's value.

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Partnerships can also sort through the multiple and overlapping requests from federal, state and local government agencies. Partnerships allow business and government leaders to:

- coordinate requests from multiple government agencies;
- design their own initiatives;
- rank initiatives according to the needs and priorities of their respective regions; and
- develop and implement a coherent plan.

“Both the public and private sectors have a stake in disaster prevention, mitigation, response, and recovery, but they often lack the relationships necessary to coordinate preparedness efforts. In many communities, public safety agencies and private sector entities conduct planning and preparedness operations largely independently of each other. As a result, each often fails to fully understand or appreciate the other’s role in emergency prevention, preparedness, mitigation, response, and recovery. Public safety agencies often underestimate the private sector’s interest and involvement in emergency preparedness efforts. Private sector groups can overestimate the capabilities of public sector partners, failing to recognize the need for their own contributions to an incident response. In addition, the private sector often perceives cooperation with public safety agencies as risky because of concerns about the protection of proprietary information and public disclosure regulations.” *Lessons Learned Information Sharing, Best Practice, Public-Private Partnerships for Emergency Preparedness.*

In this regard, Missouri is taking a proactive approach to both preparation and response to major incidents of natural disasters or terrorism, such proactiveness being critical to the protection of the people and infrastructure of the state as well as recovery from the effects of such an incident. Recent disasters, both in and out of the State of Missouri, have made clear the need for an effective proactive partnership between public emergency responders and the private sector to assist the state in these efforts.

## Resources

Missouri Public Private Partnership has the following resources available through its partnership- A seat in the Emergency Operations Center; Resources to help prepare, respond to, and recover from disasters; web resources; tools and templates; and other Intelligence Fusion Center Outreach.

Current programs for the Missouri Public Private Partnership include:

- **Identification of Emergency Assets / Resources.** The state’s emergency management and response agencies continue to work together to improve the response and recovery capabilities for major incidents of natural disasters or terrorism. Recent disasters, both in and out of the state of Missouri, have made clear the need for an effective partnership between public emergency responders and the private sector. The committee provides oversight over the

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implementation of a private-sector asset management system as a state-wide disaster and emergency resource identification and management tool. The **Missouri Emergency Resource Registry (MERR)** an asset/resource registry system is an actionable database of private sector companies that would provide goods and/or services upon declaration of a natural disaster or terrorist threat. The MERR uses a secure database accessible only to state and local emergency management personnel. Targeted resources will include transportation assets, generators, heavy construction equipment, light response equipment, generators, staging facilities, and professional service personnel. The MERR is an actionable database of private sector companies that would provide goods and/or services upon declaration by authorized personnel of a disaster or State of Emergency in the State.

- **Business Emergency Operations Cell (BEOC).** The Business Emergency Operations Cell (BEOC) is a voluntary affiliation of Critical Infrastructure / Key Resource (CI/KR) businesses and associations committed to a private-public partnership with SEMA and focused on assisting the state plan for and respond to natural and man made disasters. The development of the BEOC is intended to be an incremental and iterative process utilizing planned training, exercises, and actual events to build and mature over time. The objective of these efforts is to continue to enhance the quality and effectiveness of the state's response capabilities. The benefits of BEOC participation are significant to the members and also accrue to the State. These include:



- *Continuity of community.* The BEOC will help maintain "continuity of community" following catastrophic events, including maintenance of critical infrastructure such as transportation, power, food, water, shelter, healthcare, and telecommunications. This will in turn help businesses maintain their own continuity of operations and relieve pressure on State resources.
- *Continuity of private sector operations.* BEOC representatives will have an opportunity to inform the government of their industry sector's needs and how government can best meet those needs.
- *Increased information flow.* The BEOC will provide an increased bi-directional flow of information relating to activities, policies, and other efforts affecting critical community resources. Working side-by-side with government, BEOC representatives benefit from regular state updates and more direct access to critical information.
- *Enhanced situational awareness.* The BEOC will provide another source of information for the development of general situation awareness. Situation awareness plays a key role in supporting informed decision-

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making and avoiding duplication or conflict in efforts by the private sector and government.

- *Development of close relationships.* Through the BEOC, both the private sector and the government have the opportunity to develop trusted relationships and become true partners in the emergency response effort. These relationships will benefit both government and the private sector in addressing issues existing outside of disaster response.
- *Improved private sector support.* The private sector has significant capability and willingness to provide supplies, services, and assistance to the government. Through the BEOC, the private sector can provide this support more efficiently and effectively.
- **Business Emergency Response Liability.** Development of updated state liability protection language for consideration to address the private sector and other non-governmental agencies as part of the states' "first responders" IAW Department of Homeland Security intent. Survey Missouri statutes and legislation that may address public-sector liabilities, immunities as relates to their participation with the state in responding to a natural disaster or terrorist incident. Work to implement legislative initiatives to protect responding companies against lawsuits arising from their disaster response efforts.
- **Intelligence / Information Fusion.** Linkage as the primary private sector resource for the Missouri Information Analysis Center (MIAC) – the state fusion center. Public agencies in the State will benefit from the increased involvement of private companies in helping to deter terrorist activity through surveillance and security enhancement, and development of private sector initiatives to help identify indicators and warnings of suspicious criminal or terrorist activity. Local, state and federal law enforcement officials, fire, and public health agencies enlist private companies in specific ways to help identify indicators and warnings of suspicious criminal or terrorist activity. Private companies owning or managing critical facilities are asked to work with law enforcement agencies to identify steps to provide increased safety for employees and customers.
- **Information for Businesses on natural hazards / homeland security Preparedness and Response Planning.** Primarily driven by the terrorist events of September 11, 2001, many businesses are actively seeking guidance on how best to protect their workplace and allay employee concerns about their personal safety at work. Employees, and the public-at-large, assume that businesses are being proactive in working with government agencies and that they are developing adequate health and safety programs, crisis prevention plans, and post-incident response systems to address disaster and terrorist-related risks. Crisis preparedness requires that companies develop specific programs and procedures to ensure that the health and safety of all employees are an integral part of overall company policy. There may be a need to assist with business-specific information that supplements existing resource materials or emergency preparedness

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information. Large employers, health plans and other companies could assist public agencies in disseminating information during emergency events, such as evacuation routes and procedures, plans for mass prophylaxis or immunizations, shelter-in-place instructions, etc. A further step would be to provide information to businesses on actions they might take as in helping the public sector in communicating accurate information in a timely fashion.

- Assist state in development of the Missouri Critical Infrastructure Protection Plan (CIPP) which will mirror the NIPP, and focuses the State's efforts on all federally-designated critical infrastructure sectors.
- Initiated the development of a separate Missouri CyberSecurity Committee to assist the state in addressing cyber issues from a governmental, fusion center, and private sector perspective.

## **Training and Exercises**

Missouri Public Private Partnership hosts and participates in joint training and exercises with the public and private sector. The MOP3 hosts and participates in joint training and exercises with the public and private sectors. In particular, we have participated in Pandemic, HINI, New Madrid Earthquake, Long-Term Recovery, and Disaster Response Exercises.



## **Communication Tools**

Missouri Public Private Partnership uses the following methods of communication—email alerts; text message; in-person meetings; conference and other events; and website.

MOP3 is an authorized recipient within the Missouri Alert Network. The network provides Missouri public safety officials with immediate phone, email and text message broadcast capabilities to the key individuals within each participating stakeholder community. Utilizing this network, public safety, health, and other officials will be able to instantly message up to 5,000 elected and appointed leaders in individual first responder and other stakeholder communities such as police, sheriff's, fire departments, county and city government, emergency medical services (EMS), 9-1-1 Centers, and even key private sector stakeholders. The system can send a message to just one discipline or community of stakeholders, or to everyone. A message can be sent to a selected geographic area, or the whole State.

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### **Links**

<http://www.dps.mo.gov/dir/programs/ohs/initiatives/mop3/>

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