Public Private Partnerships

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+ Background

- Since Katrina
  - Rapid growth of:
    - Global security operations centers in companies
    - Corporate emergency operations centers
    - Other private sector coordinating capabilities and resource support roles during disasters
  - Results:
    - Unreported capacity gap that will grow as businesses continue to expand their emergency management and resilience functions
    - Will inevitably require government to modernize how it interacts with private sector partners.

+ Background cont…

■ In 2012, only 23 states identified public private partnership programs

■ In 2017, 24 states still have no BEOC or Public Private Partnership (PPP) capability,
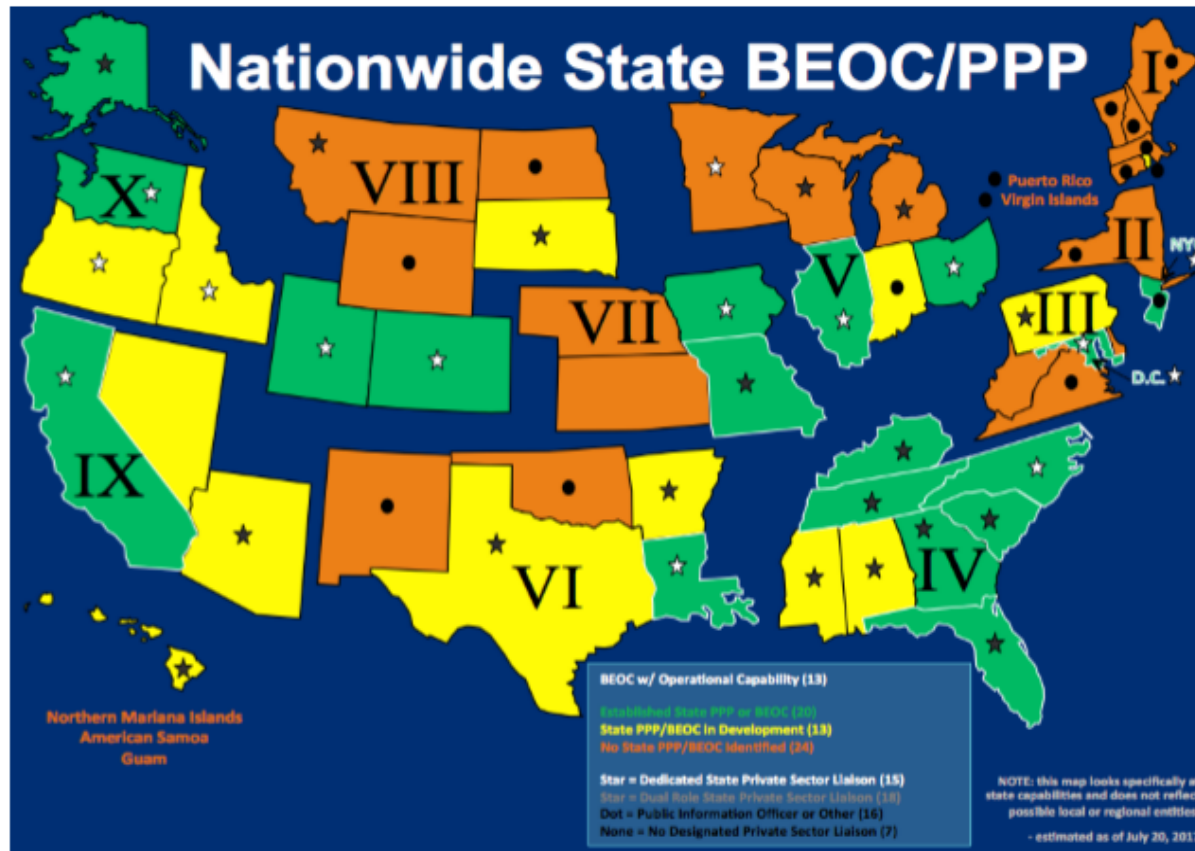
+ Current Status

- No standardization that exists to help guide states to create and formalize their own public private partnership programs.

- Businesses want to ensure sustainable and continuous operations and limit their risk and serve their customers and support communities.

- Government wants to ensure a safe, reliable economically viable community exists for citizens in all-hazards.
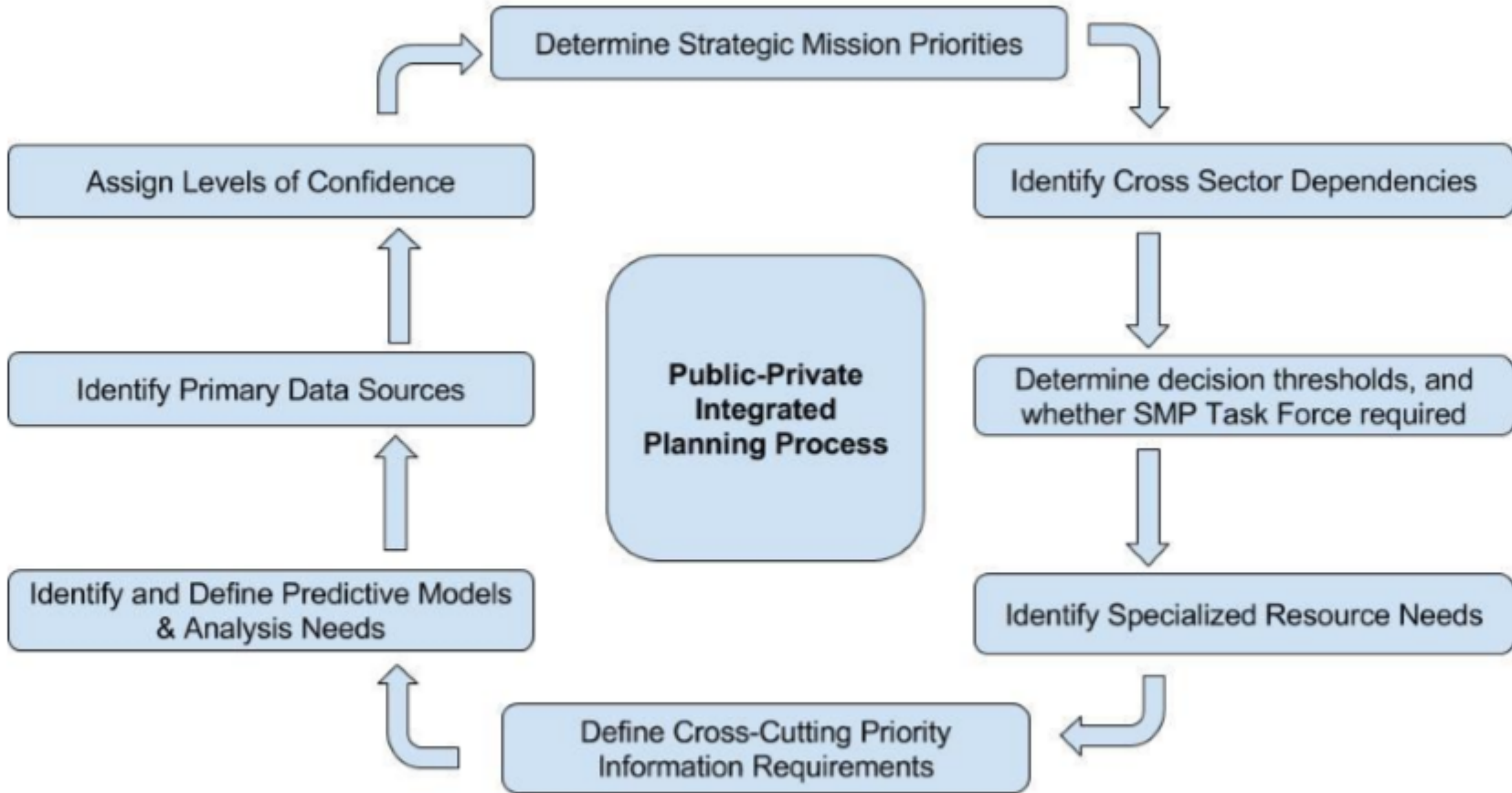
+ What is needed?

- Both Public and Private Partners need a familiar mechanism that can address:

    - Mutual operational priorities

    - Engage in problem-solving dialogue

    - Identify capabilities that can efficiently be employed, benefiting the whole community, and scalable from a local crisis to a national catastrophic incident.
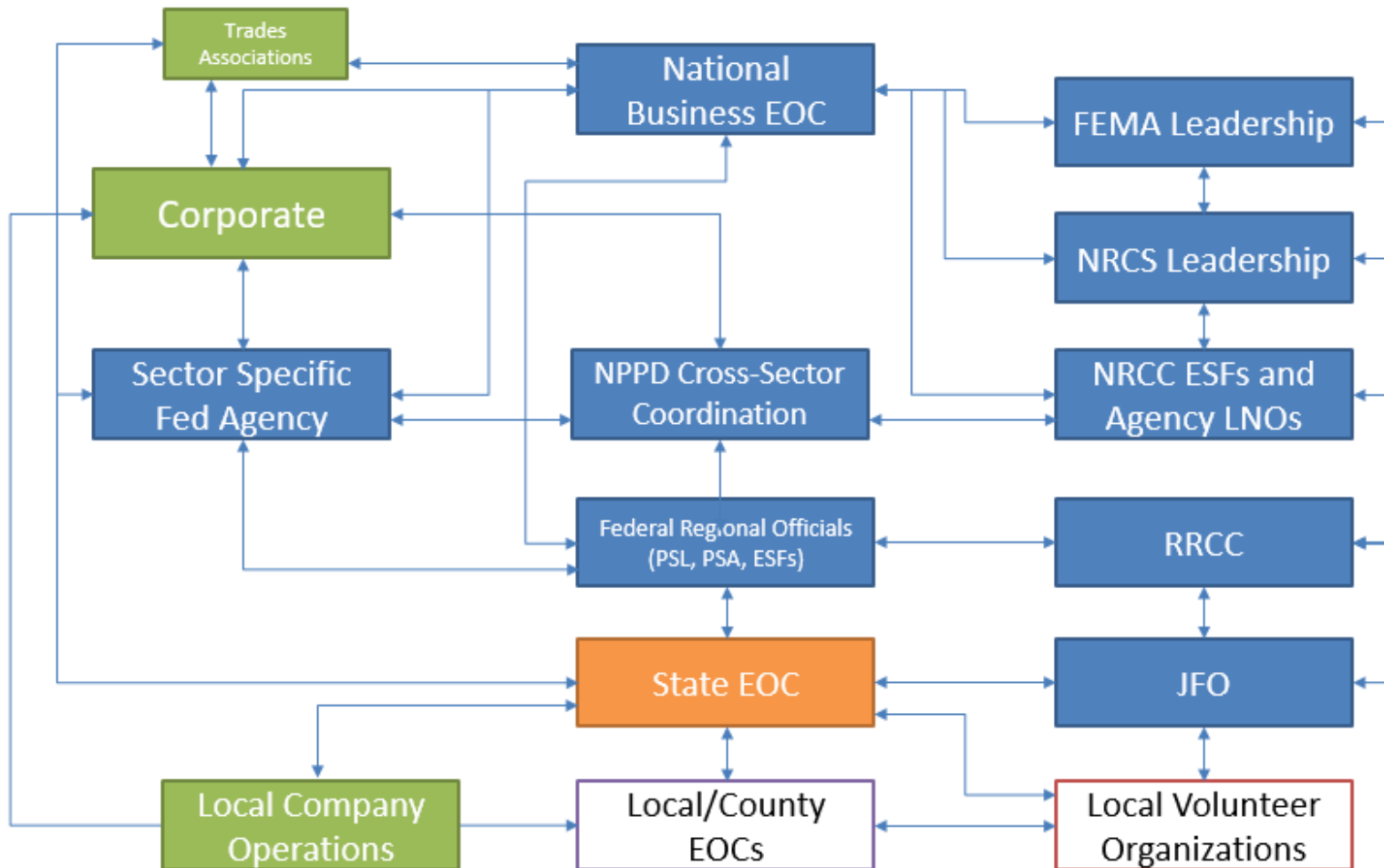
Building Operational Public Private Partnerships

Determine Strategic Mission Priorities

Identify Cross Sector Dependencies

Assign Levels of Confidence

Public-Private Integrated Planning Process

Determine decision thresholds, and whether SMP Task Force required

Identify Primary Data Sources

Identify Specialized Resource Needs

Identify and Define Predictive Models & Analysis Needs

Define Cross-Cutting Priority Information Requirements

Case Study: Hurricanes Harvey and Irma

- Information Exchange

Harvey Private Sector Mission Priorities

- Safety of employees, contractors, customers, and the public

- Business continuity and reconstitution

- Maintain access to/Restore critical lifeline services and critical infrastructure systems

- Establish access and re-entry to affected areas to donate goods/ services and return local business operations

- Coordinated, unified private-government messaging to the public

- Share information cross-sectors and with all-levels of government to maximize resource/logistics coordination for the benefit of survivors and to return services to all customers

Harvey Private Sector Information Priorities

- Access and re-entry procedures plus credentialing

- List of needed life-saving/sustaining commodities for companies to donate

- Transportation waivers and requirements (HOS, weight)

- Approval/denial of donated goods

- Status of critical infrastructure systems

- Fuel availability

- Closures/openings of ports, roads, bridges, airports

- Validating/dispelling rumors

- Staging areas, points of distribution, and points of reception for goods/resources (force laydown)

Harvey Pitfalls

- Asking open-ended questions – avoid shotgun approach

- No set agenda with defined outcomes

- Private sector information sharing and coordination not recognized functions of operational governance

- Private sector integration is beyond External Affairs

- Manage stray voltage

- No synchronization of multiple information sharing platforms

- Unclear how transition to recovery will occur

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Recommendations

- Establish coordination structures with decisional processes into official response/recovery governance structures

- Disambiguate information sharing calls (situational awareness) versus coordination calls (decisional)

- Establish agendas and roadmaps for info only or coordination calls

- Establish by sector mission priorities

- Establish by sector information and resource tracking, status board, courses of action

- Synchronize multiple information sharing platforms and validate that the information is being used to drive decision

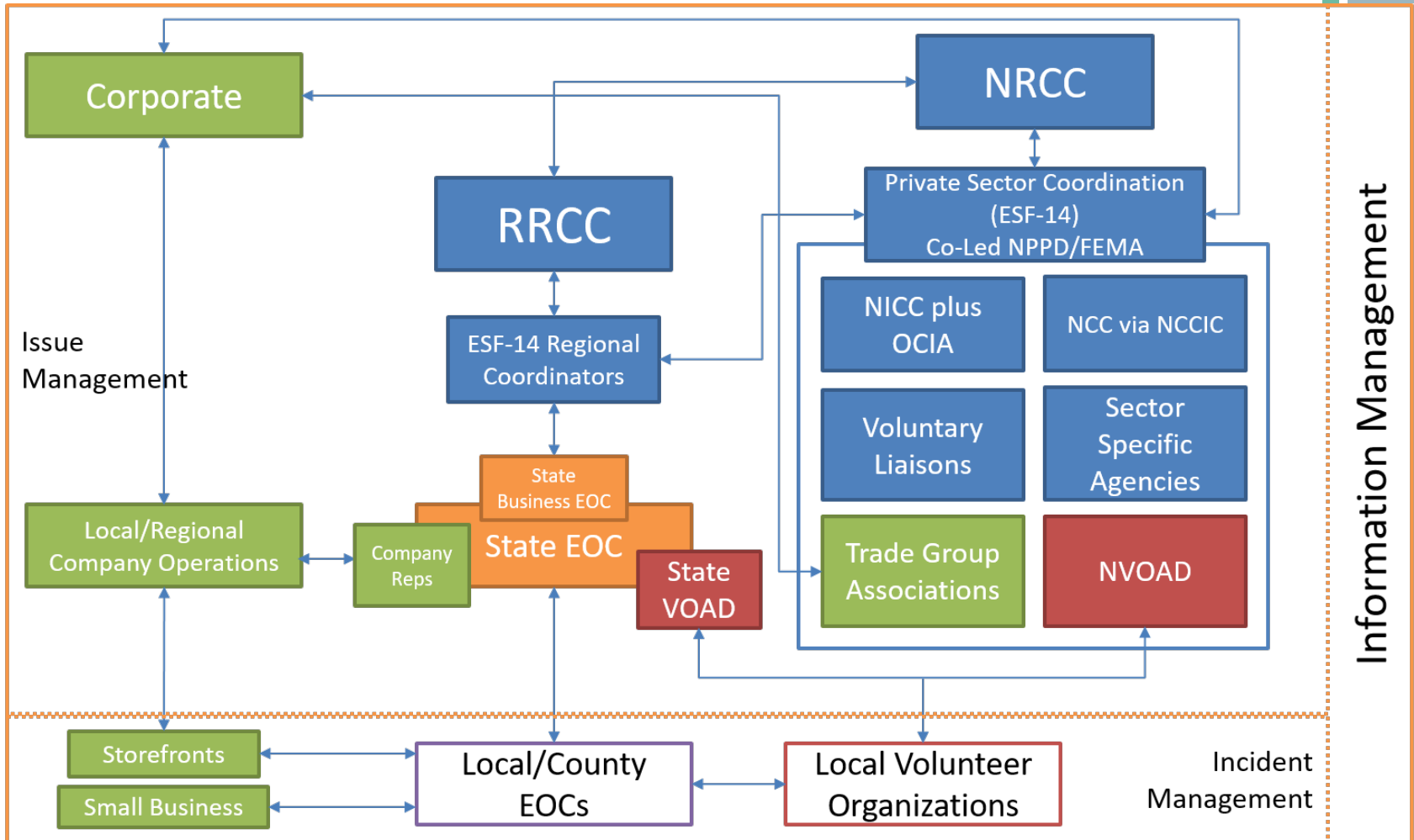- Establish integrated case management system for response/recovery
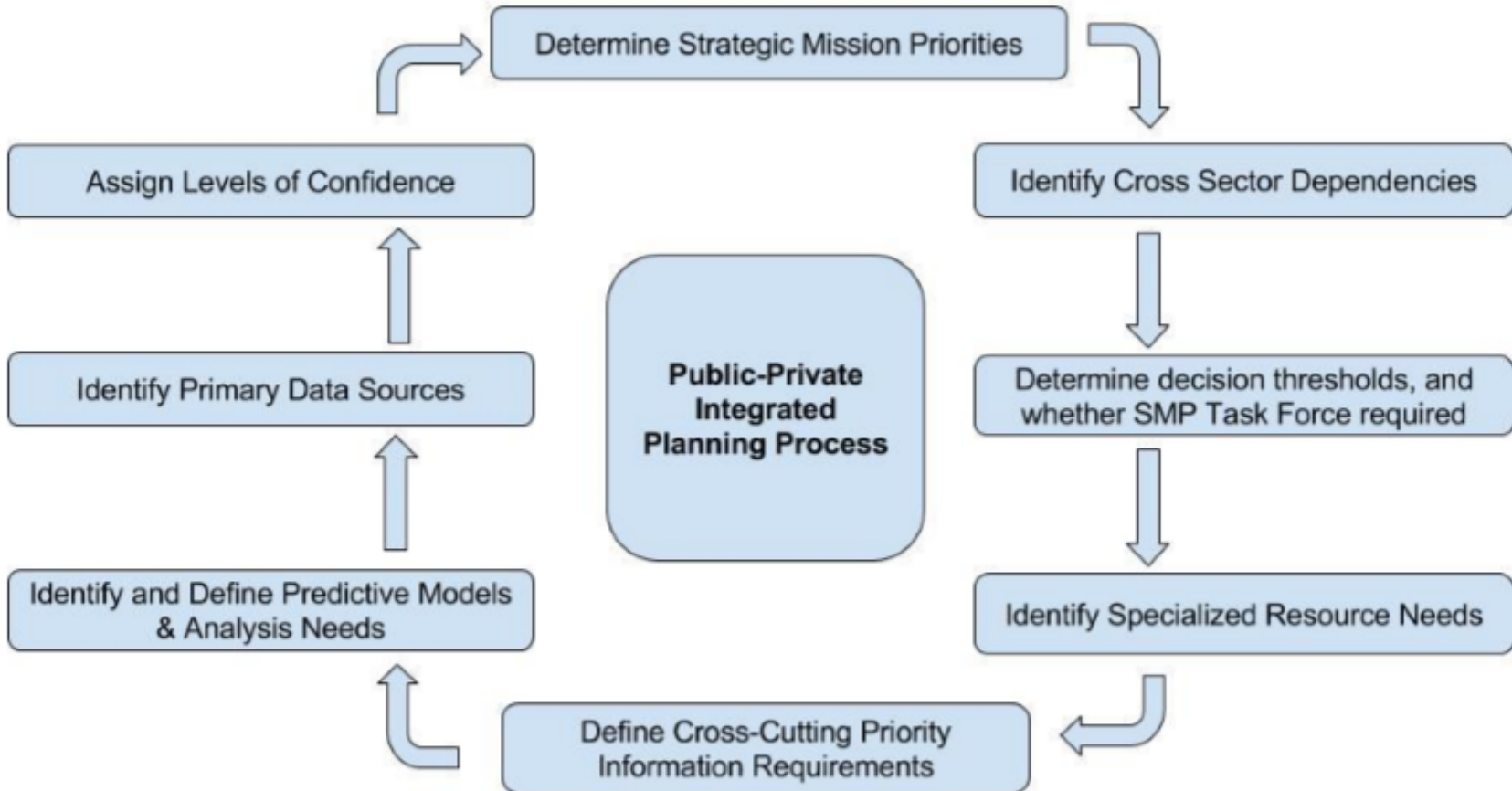
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Potential Pillars for Success

- Unity of the Team Cross-Sectors

- Building an Integrated View of What Success Should Be

- Establish Sector by Sector Priorities Mapped to Overarching Goals

- Define Information and Resource Requirements

- Align to the Process and Share Information through a Common View

- Match philanthropic and donated assistance with priority needs

- Track, Map, Follow-Through, Iterate, and Loop Back

Proposed Structure

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Step 1: Identify Primary Industry Stakeholders

- Identify organizations, associations and companies with the expertise, resources and willingness to engage in all phases of the partnership.

- This is a continuous step that should occur throughout the process that will begin prior to determination of strategic mission priorities.

- Consider what industry-government interactions or working groups already exist to leverage their experience, integrate their activities, and to minimize duplication of effort.

Step 2: Determine Strategic Mission Priorities (SMPs)

- SMPs are defined as those tasks that support the essential functions of a market segment.

- The task involves prioritizing the most important internal and external mission priorities.

- The SMPs should be defined based upon what organizations want people to report on internally.

- All future steps of this process should orient around achieving clearly defined SMPs that interact with other market segments.

Step 3: Identify Cross Sector Dependencies (CSDs)

- Identification of CSDs requires consideration of the question,
  - "what market segments does my organization or community implicitly rely upon to function?"

- Identification of CSDs should include explicit definition of the primary government and private sector stakeholders, and the role they play.

- In addition, CSDs of your external partners should be considered to:
  - Understand supply chain risks and individual facility dependencies outside of your direct jurisdictional control or authority.
  - What intergovernmental entities can be leveraged to mitigate risks to entities (e.g. waivers or regulatory relief).

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Step 4: Establish SMP Task Force (if needed)

- A SMP Task Force is needed if there is a SMP that requires multiple market segments or jurisdictions to execute the task.

- The Task Force should function to jointly make priority decisions related to the allocation of resources (e.g. emergency generator allocation, USAR allocation, fuel allocation).

- The Task Force will leverage priority information requirements and analytics to inform decision-making.

- Each Task Force will require established governance structure with predetermined points of engagement, and will require codified information delivery in the IT environment.

Step 5: Identify Specialized Resource Needs

- Specialized resources include those critical assets required to achieve SMPs that exist in limited quantities due to unique equipment, training, and cost.

- Each community must prioritize and allocate resources, and determine what logistical/transportation/communication support is needed to deploy the assets.

- This task includes identification of critical commodity consumable.

    - Those items needed in significant quantities to maintain operations and that are likely to be needed by others, and must be rationed or prioritized.

Step 6: Define Crosscutting Priority Information Requirements (PIRs)

- PIRs are those that directly support SMPs at each phase of operations, decisions related to resource allocation, and coordination needs with other market segments.

- PIRs should:
    - Communicate the status of operations.
    - Help assess comparative impacts.
    - Inform operational decision-making.

- PIRs should be driven by operational requirements of internal and external stakeholders, and will be supported by downstream data requirements.

Step 7: Identify and Define Predictive Models and Analysis Needs

- After communities fully define their PIRs, they can begin the process of identifying and defining scientific models and analytical needs to support the PIRs.

- Models and analytics should support refined decision making related to primary and secondary impact assessments (e.g. surge predictions, economic impacts).

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Step 8: Identify Primary Data Sources

- To support operational and information requirements, communities should:
  - Identify and describe the custodial owner of the data
  - From where it is sourced.
  - How it is collected during normal operations and emergency operations.

- Communities should also determine the form that the data will take, including units of measurement, if relevant.

Step 9: Assign Levels of Confidence

- A clear and systematic method for assigning levels of confidence in the data, models, analysis, and information should be determined.

- This may include consideration for source, frequency, margin of error, etc.

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Next steps…

- Continue to build buy-in

- Test/exercise the approach and adjust as necessary

- Go back to your state and go through this approach with some private sector partners
  - We at NEMA can help