

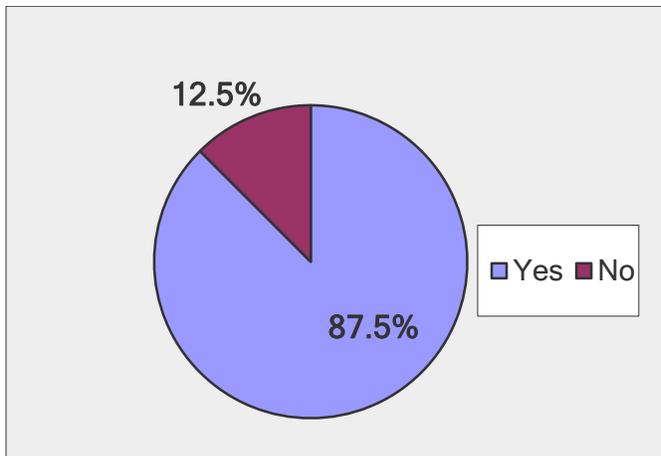


**NEMA Public-Private Partnership Survey Results**  
**47 states & territories responded**

1. Name
2. Organization

**Creation & Organization:**

3. Does your state emergency management agency engage business and other private sector organizations in emergency management planning, response or recovery operations?



**If yes, please give the name and general description of the collaboration or partnership (i.e. organizational structure, partners, governance, developments and coordination).**

<ul style="list-style-type: none"> <li>• The Michigan Infrastructure Coordinating Committee (MICC) was created in March 2008. It includes representatives from the private sector and non-governmental agencies. The structure is based on the 18 critical infrastructure sectors, with education added as a 19th sector.</li> </ul>
<ul style="list-style-type: none"> <li>• The KYEM Private Sector Working Group was established in 2010 as a functional entity within the Resource Management/Logistics Section of the EOC. This group meets on a bimonthly basis to provide recommendations and oversight for the Commonwealth's business and industry community.</li> </ul>
<ul style="list-style-type: none"> <li>• Telecommunications industry coordination and collaboration</li> </ul>
<ul style="list-style-type: none"> <li>• OEM is in the process of developing a private sector program.</li> </ul>
<ul style="list-style-type: none"> <li>• NGO's (i.e. Alabama Power, Alabama Rural Water, Southern Company, AT&amp;T, USPS, etc...) in risk assessment, response operations, and the development of emergency plans.</li> </ul>
<ul style="list-style-type: none"> <li>• The State of Florida Division of Emergency Management has identified a dedicated position to coordinate and partner with the private sector. We have also designated and built out the Emergency Support Function 18 in the State Emergency Operations Center. The Department of Economic Opportunity is the Lead State Agency or Emergency Coordinating Officer for ESF 18. ESF 18 is also supported by Dept. of Revenue, Dept. of Business and Professional Regulation, Dept. of Financial Services, Small Business Development Center, Workforce Florida, Florida Retail Federation, and Enterprise Florida.</li> </ul>
<ul style="list-style-type: none"> <li>• We engage with the private sector in multiple ways. We work with them through our Critical Infrastructure/Key Resource teams as well as assessment teams to support all aspects of Emergency Management. Key are Utilities and Major industry such as the Chemical and transportation sectors.</li> </ul>

- For Missouri Public/Private Partnership (MOP3) details, please visit the Missouri Department of Public Safety, Office of Homeland Security's website at: <http://www.dps.mo.gov/dir/programs/ohs/initiatives/mop3/>. In addition, Missouri has developed an extensive annex ("S") to SEMA's Logistics Plan/Standard Operating Guidelines. For details about SEMA's Business Emergency Operations Center (BEOC), please visit SEMA's "State of Missouri Business Emergency Operations Center (BEOC) website at: <http://www.sema.dps.mo.gov/programs/Irmfm/BEOC.pdf>. For information about our regional Private Sector Advisory Group (PSAG), please visit: <http://www.cusec.org/news-a-events/workshop-registration/161.html>.

Missouri also participates routinely with our FEMA RVII's BEOC, the National BEOC, and the BEOC Alliance (New Jersey), as well as the BEOC's of other states such as Iowa and Arkansas during scheduled activities and/or disaster events.

- Maryland recently began pursuing the development of a Business Operations Center (BOC). The BOC will serve as an operational component within the State Emergency Operations Center (SEOC) to facilitate and coordinate information sharing and potential resource sharing

- Guam Homeland Security/Office of Civil Defense (GHS/OCD) collaborates with businesses and other private sector organizations in EM planning, response and recovery operations via emergency support functions, task forces, committees, advisory councils, governance boards, work group, etc., in a whole community approach, such as:

1. ESF 2 Communication - representative from GTA Teleguam LLC is a member and is seated in the EOC;

2. ESF 6 Mass Care and Sheltering - American Red Cross, The Salvation Army and the Guam Voluntary Organizations Active in Disasters (VOAD) are members and are seated in the EOC;

3. ESF 17 Tourist Evacuation/Mass Care - Guam Hotel Restaurant Association is a member and is seated in the EOC;

4. Guam Hazard Mitigation Council;

5. Guam Seismic Advisory Council;

6. TsunamiReady/StormReady Committee;

7. Task Force on Mass Care and Emergency Assistance;

8. Pandemic Planning Task Force;

9. Mariana Regional Fusion Center (MRFC) Governance Board;

10. Debris Management Work Group;

11. Fuel Distribution Work Group;

12. Power Restoration Work Group;

13. Recovery Operations Work Group;

14. Guam VOAD comprising of representatives from the faith-based organizations, volunteer organizations and private sector entities;

15. Citizen Corps Council;

16. Others...

- "The Illinois Private Sector Alliance Project"

There are five components to this structure.

1)Infrastructure Security Awareness Program (ISA) - coordinated through Illinois's fusion center (Statewide Terrorism & Intelligence Center" - a 24/7 staffed facility ) - this initiative is the homeland security information sharing arm with the private sector (FOUO level), disseminates daily intelligence notes, coordinates monthly intelligence briefings via on-line/telephone, holds bi-annual partner's meetings, conducts intelligence outreach during events when required, oversees the CI/KR strategy and is progressing with a disaster intelligence capacity.

2)Business Emergency Operations Center (BEOC) - Illinois' BEOC site is located in the State Emergency Operations Center (SEOC) in Springfield, just steps away from the State Incident Response Center (SIRC) where IEMA coordinates response to disasters with representatives from state and federal agencies and other key organizations. Also located in the SEOC are key IEMA and homeland security staff, the Statewide Terrorism and Intelligence Center, IEMA's 24-hour Communication Center, and the Radiological Emergency Assessment Center. Illinois' BEOC is activated based on the same requirements as the SIRC. Sector representatives—who can participate in person or virtually—are contacted based on the type of incident and required information sharing and resources. Areas of expansion include: a) shared emergency management cycle—integrating the private sector as a partner in preparedness, response, recovery, mitigation and planning. b) Collaboration to build stronger, resilient communities—effective, coordinated response between private and public assets to help communities bounce back after disasters. c) Illinois' authoritative center for business emergency operations—cooperative response actions and interoperable communication to connect either physically or virtually during activations; continued efforts to build relationships between events. d) Regional connectivity—beyond conventional local jurisdiction and state boundaries, establish communication/share information among private and public entities, as well as engage in effective joint response and recovery activities.

3)Outreach - proactive and reactive actions with private industry via in-person meetings, presentations, conferences, exercises, conference calls and email regarding collaborative initiatives, projects and partnerships; as well as volunteer and donations management.

4)Working Alliances - these relationships stem from MOUs/MOAs with companies for advance resource type and availability; resource typing/mission ready packaging; developing joint, resource-mapping capabilities and personnel/resource access/re-entry during disasters.

5)Private Sector Advisory Group (PSAG) - a body of Illinois private industry leaders that set the agenda and strategic vision for our public-private partnerships activities in Illinois and interface with the CUSEC 8-state regional body for coordinated private sector integration into the homeland security/emergency management arenas.

- In process. we are working on our private sector partnerships

- The ID Bureau of Homeland Security now has a Public Private Partnerships Section who works with LEPC's, Emergency Managers and the Private Sector to encourage Planning, training, and exercising together.

- ESF Partners, exercises

- P2CAT (Public Private Coordination and Action Team) It is a committee of Infragard that works with HSEM for logistical issues during disaster. Each Critical Infrastructure that is represented within Infragard has a coordinator who communicates with the P2CAT team in the SEOC and provides information and passes along requests that can't be provided by "traditional" EM resources.

- We are just beginning our effort to collaborate with the private sector. We are starting with the utility companies and conducting a series of exercises next calendar year. We will begin reaching out to chambers of commerce early next year to seek a partnership with small business and corporations.

- Iowa mainly engages private sector partners through the Safeguard Iowa Partnership. These partners provide assistance through avenues including sector and site planning, private sector engagement during incident response, etc.

- Through Memorandums of Understanding, Cal EMA has instituted the Business Operations Center and Utilities Operations Center within our state EOC. Cal EMA also collaborates with the private sector in preparedness initiatives and public education, and provides guidance to stakeholders at the local level to build similar cross-sector partnerships.

- The Partners for Arizona Safety and Security (PASS) program is a partnership of the Arizona Division of Emergency Management, Arizona Department of Homeland Security, Arizona Department of Health Services, The Arizona Counter Terrorism Information Center, US Department of Homeland Security, the FBI and our Private Sector partners. This program provides for two way flow of information between the public and private sector to share relevant information to prepare and protect the state from threats and hazards.

The Business Emergency Coordination Center (BECC) can be activated to include private sector partners in response coordination in the event of a large emergency or disaster in the state. The BECC has been trained and exercised and is capable of standing up should the need arise.

- We have just recently delved into this realm, so we don't have any examples to give. Most contacts have been made by our state VAL to private organizations regarding disaster recovery resources (donations, etc.).
- Process of hiring full time coordinator in OEM. Partnership and coordination is priority.
- Alaska Partnership for Infrastructure Protection (APIP). APIP is a public-private partnership established to address any type of all-hazards disruptions whether natural or man-made to critical infrastructures through an integrated team approach. The partnership works to integrate the private sector critical infrastructure owners into the municipal, state, and federal emergency preparedness process and to the degree possible, collects and maintains accurate data for emergency response contingencies.
- We have established a separate emergency management function (ESF) covering business and industry.
- Initial stages of development. We have reached out to organizations and associations. We have one seat on the floor of the SEOC for PPP. During ISAAC, it was occupied by the Petroleum Marketers' Assn. Very useful. Also disseminated information beginning 5 days in advance of landfall to email list of associations and businesses that expressed interest.
- Planning and Response/Recovery Partners particularly in the area of ESF #12 Energy. We have energy representatives in the SEOC and coordinate restoration of services. We have a great partnership with Verizon and they provide us cellular capabilities at now cost during response. Business and Industry is represented on our Commission on Emergency Planning & Response. Their role is the SERC and an Advisory Group. We have many business partners who participate in awareness campaigns and who have donated equipment and props to our training facility. Those include a \$12 million locomotive with hazmat cars and passenger cars - donated by Burlington Northern Santa Fe Railroad. The Pipeline Assn of Kansas built a pipeline and trench rescue venue at our training facility. Private industry is represented in the State Fusion Center.
- Our plan development processes are inclusive of private sector partners (we follow the CIKR sectors). Additionally, our response and recovery divisions utilize private sector partnerships on a routine basis.
- Private sector is a group under logistics section and includes both retail and wholesale vendors such as grocery, fuel, transportation, power, etc
- Through the Emergency Operations Plan (EOP), Red Cross active in ESF 6. Maritime services with U.S. Coast Guard, oil spill and recovery services by fuel providers.
- We engage through a number of venues. The Hawaii Em Preparedness Executive Consortium is a quarterly meeting of gov't, private sector and non-profits where we discuss EM and HLS issues. The Maritime Transportation Security and Recovery Unit is a government/private sector group that meets to discuss port security and continuity operations. We are establishing a state mass care council that will bring in the private sector to discuss sheltering, mass feeding and commodity distribution.
- We have liaisons in our agency that reach out to the private sector.
- Through our External Affairs, Corporate Relations staff we work with to incorporate private industry representatives in our State EOC, with assigned tasks specifically in support of Logistics, Energy, and for two way communication with the private sector through a web based platform. Our state Commerce Dept. also maintains a close liaison relationship with private industry. In addition, critical infrastructure links are also in place.

**4. Please give the name of the organization(s) (i.e. an economic development organization or chamber of commerce) or business(s) that have been designated as the primary private sector liaison(s).**

<ul style="list-style-type: none"> <li>Numerous organizations from private industry have been engaged from the Agriculture and Food Sector, Banking and Finance Sector, Chemical Sector, Commercial Facilities Sector, Communications Sector, Critical Manufacturing Sector, the Dams Sector, Defense Industrial Base Sector, Education Sector, Emergency Services Sector, Energy Sector, Healthcare, Information Technology, Nuclear Sector, Postal and Shipping, Transportation Systems Sector, and Water Sector. Several representatives have volunteered to assume a leadership role. The MICC is co-chaired by the Michigan State Police and a private sector representative.</li> </ul>
<ul style="list-style-type: none"> <li>The Kentucky Division of Emergency Management provides the infrastructure and primary oversight for the PSWG. This group has approximately 60 core partners within all sectors of business and industry.</li> </ul>
<ul style="list-style-type: none"> <li>Innovative</li> </ul>
<ul style="list-style-type: none"> <li>While not officially structured at this time, OEM is in the process of working with the OK Department of Commerce to fill this role.</li> </ul>
<ul style="list-style-type: none"> <li>Alabama Department of Economic and Community Affairs</li> </ul>
<ul style="list-style-type: none"> <li>Department of Economic Opportunity, Small Business Development Center, Workforce Florida, Florida Retail Federation, Enterprise Florida, Visit Florida, Associated Industries of Florida, Florida Council of 100, Florida Restaurant and Lodging Association, Florida Retail Federation, Florida Chamber of Commerce.</li> </ul>
<ul style="list-style-type: none"> <li>We use many that are the key trade associations for the businesses.</li> </ul>
<ul style="list-style-type: none"> <li>Our Key Players Include:  SEMA, Missouri Business Emergency Operations Center: Co-Managers, Randy Scrivner (SEMA), William Lawson (MOP3)  Missouri Public/Private Partnership (MOP3)...Chair, William Lawson (Business Executives for National Security, or BENS)  Central U.S. Earthquake Consortium (CUSEC) Private Sector Advisory Group (PSAG)...Dale Bailey (Monsanto Security Manager) is Missouri's Liaison to the PSAG</li> </ul>
<ul style="list-style-type: none"> <li>The Maryland Emergency Management Agency is the primary agency for integrating the private sector into emergency management. The following organizations, however, have been active members in helping MEMA develop the initial concept for the BOC: MD Chamber of Commerce, MD Retailers Association, ALAN, The Terminal Corporation, Target, Home Depot, McCormick, Costco.</li> </ul>
<ul style="list-style-type: none"> <li>N/A</li> </ul>
<ul style="list-style-type: none"> <li>Guam Hotel Restaurant Association and Guam Chamber of Commerce</li> </ul>
<ul style="list-style-type: none"> <li>The lead Illinois PSAG company is Sears Holdings Corporation. Additional partnering companies/organizations are: McDonald's Corporation, Coca-Cola, Ameren, Prairie State Generating Company, Motorola Solutions, Verizon, Goldman Sachs, Illinois Broadcasters Association, State Farm Insurance, American Institute of Architects-Illinois, CSX, Archer Daniels Midland, Caterpillar, Illinois Medical District Commission, Life Source Blood Services, Grainger, Walgreens, Yale Enforcement, Operation Blessing, National Baptist Coalition, Lake-Cook Regional Critical Incident Partnership, McLean County Disaster Council, Region 11 (Marion, IL) Public-Private Partnership.</li> </ul>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>ID Bureau of Homeland Security,</li> </ul>
<ul style="list-style-type: none"> <li>MT. Dept of Commerce</li> </ul>
<ul style="list-style-type: none"> <li>Infragard members</li> </ul>
<ul style="list-style-type: none"> <li>We will start with CoC but there is no structure or commitment yet.</li> </ul>
<ul style="list-style-type: none"> <li>Safeguard Iowa Partnership</li> </ul>
<ul style="list-style-type: none"> <li>Multiple</li> </ul>
<ul style="list-style-type: none"> <li>Arizona First, Arizona Public Service.</li> </ul>
<ul style="list-style-type: none"> <li>SDOEM - Voluntary Agency Liaison is currently the primary private sector liaison.</li> </ul>
<ul style="list-style-type: none"> <li>Verizon, BPA, Wal-Mart, PUC, Federal Executive Board</li> </ul>
<ul style="list-style-type: none"> <li>Critical Infrastructure and Key Resources, Division of Homeland Security and Emergency Management, Department of Military and Veterans Affairs.</li> </ul>
<ul style="list-style-type: none"> <li>Department of Commerce is the lead agency for our business and industry ESF.</li> </ul>
<ul style="list-style-type: none"> <li>MS Economic Council (State Chamber of Commerce), MS Petroleum Marketers and Convenience Store Operators Assn, MS Trucking Assn</li> </ul>

<ul style="list-style-type: none"> <li>• The Governor has not appointed one individual.</li> </ul>
<ul style="list-style-type: none"> <li>• The Midwest ISO (MISO) has been designated as our private sector liaison.</li> </ul>
<ul style="list-style-type: none"> <li>• Each organization names their liaison.</li> </ul>
<ul style="list-style-type: none"> <li>• Saipan Chamber of Commerce</li> </ul>
<ul style="list-style-type: none"> <li>• Hawaii Retail Merchants Association</li> </ul>
<ul style="list-style-type: none"> <li>• Hawaii Food Industry Association</li> </ul>
<ul style="list-style-type: none"> <li>• Hawaii Hotel Visitors Security Assoc.</li> </ul>
<ul style="list-style-type: none"> <li>• Hawaii Tourism Authority</li> </ul>
<ul style="list-style-type: none"> <li>• Hawaii FIRST (Financial Institutions)</li> </ul>
<ul style="list-style-type: none"> <li>• RIEMA RIBEOC Business Liaison's.</li> </ul>
<ul style="list-style-type: none"> <li>• Association of Washington Business</li> </ul>

**5. Please describe what events or circumstances motivated the state or the private sector community to initiate the partnership.**

<ul style="list-style-type: none"> <li>• Following 9-11, the State of Michigan recognized the need to engage critical infrastructure in Michigan. The Critical Infrastructure Protection Committee was created in 2003, which evolved into the MICC.</li> </ul>
<ul style="list-style-type: none"> <li>• The PSWG was formed in response to an ice storm weather event that caused wide spread damage across the Commonwealth.</li> </ul>
<ul style="list-style-type: none"> <li>• Hurricane disaster events; telephone and cable services were affected</li> </ul>
<ul style="list-style-type: none"> <li>• Current Oklahoma leadership is pro-business and the current disaster climate requires an increased private sector involvement.</li> </ul>
<ul style="list-style-type: none"> <li>• Response to continuous natural disasters and potential technological hazards.</li> </ul>
<ul style="list-style-type: none"> <li>• Presidential Preparedness Directive - 8, Governor Scott's dedication to job creation which led to the Development of the Department of Economic Opportunity, and the Division of Emergency Management dedicating and supporting a full time Private Sector Coordinator.</li> </ul>
<ul style="list-style-type: none"> <li>• The need to share information during emergency response. These were critical during our Derecho and Hurricane Sandy Responses.</li> </ul>
<ul style="list-style-type: none"> <li>• The Missouri Public Private Partnership (MOP3) Committee was authorized October 2006, under the Missouri Governor's Homeland Security Advisory Council to foster direct involvement of the private sector (including a "Business Emergency Operations Cell") to augment and support Missouri's prioritized homeland security issues and emergency management initiatives, following the 911 terrorist event and Hurricane Katrina. In 2010, at the direction of the Missouri State Emergency Management Agency's (SEMA) Director, SEMA and MOP3 partnered to more fully develop a Business Emergency Operations Center (BEOC) concept that embedded various Private Sector representatives in the State Emergency Operations Center (SEOC), and on short notice the concept was first tested during a state earthquake exercise that June. The BEOC more fully trained up and exercised as part of the State EOC (SEOC) and Virtual SEOC (VEOC) during NLE 2011, with about 30 companies participating. This paid off handsomely when a CAT 5 Tornado struck Joplin, Missouri two days after the exercise. During that event, Missouri's BEOC interacted with the new FEMA RVII's BEOC and the new FEMA National BEOC. Subsequently, Missouri worked with CUSEC partner states to develop a regional Private Sector Advisory Group (PSAG). This will help us keep focused as we work toward a major regional earthquake exercise in 2014 (CAPSTONE 14).</li> </ul>
<ul style="list-style-type: none"> <li>• Operations during Hurricane Irene highlighted the value of private sector engagement and demonstrated the need to formalize partnerships and increase communication.</li> </ul>
<ul style="list-style-type: none"> <li>• Hurricane Sandy</li> </ul>
<ul style="list-style-type: none"> <li>• The motivating factors have been the disasters/emergencies that transpired in the past, the community involvement in government-led community preparedness planning, training and exercises, and the community joint response to disasters. Being in a geographically isolated island community both residents and visitors learned to be vigilant and to support each other.</li> </ul>
<ul style="list-style-type: none"> <li>• On matters of homeland security, emergency management and that entailed information sharing - these circumstances/events led/lead to partnership formation and continue as additional factors and situations arise.</li> </ul>
<ul style="list-style-type: none"> <li>• In process. we are working on our private sector partnerships</li> </ul>

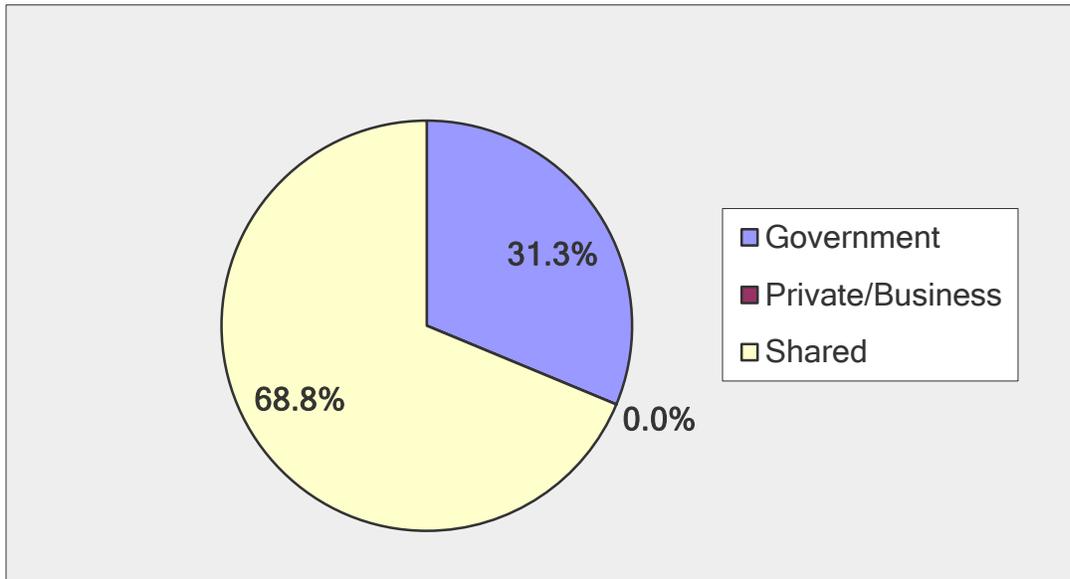
<ul style="list-style-type: none"> <li>National disasters have demonstrated the need for the private sector involvement in emergency management. The State of Idaho had fires the summer of 2012 that also demonstrated the need for assistance to and from the private sector.</li> </ul>
<ul style="list-style-type: none"> <li>Partnership has been in place for years as there is a recognized common need to interact in all phases of emergency management. Our partners are mostly in the infrastructure arena.</li> </ul>
<ul style="list-style-type: none"> <li>Many uncoordinated private committees were being formed and inviting HSEM to participate.</li> </ul>
<ul style="list-style-type: none"> <li>I am motivated by the lack of resources and capability within the state and know we need a strong partnership to better respond to a large disaster.</li> </ul>
<ul style="list-style-type: none"> <li>In 2005, Iowa was presented an opportunity by the Business Executives for National Security to create a public/private partnership. BENS worked with state agencies and the Iowa Business Council to form Safeguard Iowa, a private non-profit organization.</li> </ul>
<ul style="list-style-type: none"> <li>Lessons learned from 9/11, Hurricane Katrina as well as disasters in California led to legislation and an Executive Order in 2005 and 2006, greatly enhancing and expanding the public/private partnership initiative.</li> </ul>
<ul style="list-style-type: none"> <li>State and private partners recognized the value of developing and maintaining these capabilities and partnerships.</li> </ul>
<ul style="list-style-type: none"> <li>Missouri River flooding of 2011 - it was very obvious the current VOAD structure was not sufficient and was not engaging private sector resources. So we took it upon ourselves to get it started.</li> </ul>
<ul style="list-style-type: none"> <li>Demand and need from private sector through legislative authority</li> </ul>
<ul style="list-style-type: none"> <li>Alaska is globally known for its vast natural resources and strategic location, and therefore engenders national attention. With its diverse partnership of global corporations, Alaskan companies, and government agencies, APIP was instituted from recognizing this responsibility to our state residents and others abroad, and serves to continue its forward momentum in designing services and strategies for state infrastructure resiliency.</li> </ul>
<ul style="list-style-type: none"> <li>General movement of the emergency management profession in that direction coupled with realization that the private sector has tremendous capability.</li> </ul>
<ul style="list-style-type: none"> <li>Experience from previous disasters.</li> </ul>
<ul style="list-style-type: none"> <li>The CEPR (mentioned below). Actual events either within Kansas or around the nation (recent school shootings). Awareness campaigns.</li> </ul>
<ul style="list-style-type: none"> <li>Several years ago during the energy assurance planning initiatives, Indiana recognized the need the engage infrastructure support providers in the planning process. That had a springboard effect and from there we reached out to all utility sectors, critical manufacturing, logistics, transportation and many other sectors for input into our emergency management processes.</li> </ul>
<ul style="list-style-type: none"> <li>Texas has a long history of engaging private partners who support the state during disasters such as hurricanes, wildfires, floods and tornados</li> </ul>
<ul style="list-style-type: none"> <li>All are stakeholders in the economic growth and development of the islands.</li> </ul>
<ul style="list-style-type: none"> <li>Catastrophic response planning</li> </ul>
<ul style="list-style-type: none"> <li>Received a grant from the US Economic Development Agency.</li> </ul>
<ul style="list-style-type: none"> <li>In 2006, a major storm and power outage convinced state emergency management that it was necessary to integrate private sector with public efforts, not just in disaster but on a regular basis.</li> </ul>

## 6. Please describe how private sector participants were identified and engaged.

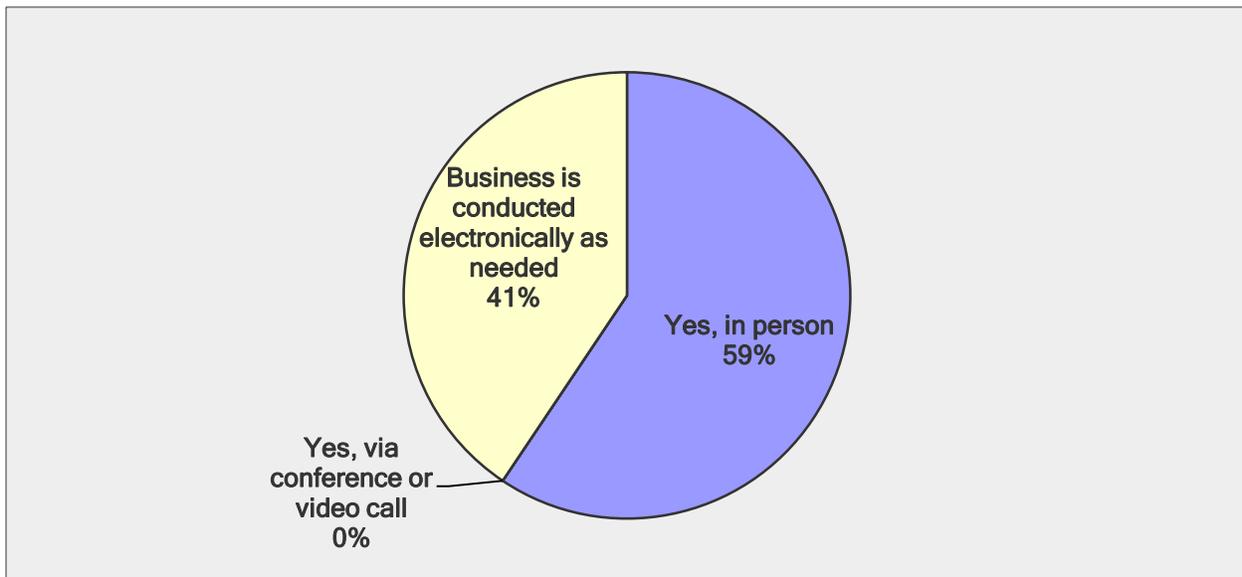
<ul style="list-style-type: none"> <li>State agencies were identified to reach out to counterparts in private industry and non-governmental agencies when the Critical Infrastructure Protection Committee was first created. Many of the individuals engaged at that time have remained engaged with the MICC.</li> </ul>
<ul style="list-style-type: none"> <li>Key partnership representatives from each of six sectors in business and industry were recruited for the initial startup phase. Additional core partners were recommended as the group moved into training and exercise phases.</li> </ul>
<ul style="list-style-type: none"> <li>VITEMA has the lead for communications, however the above mentioned assets are owned by a private company</li> </ul>
<ul style="list-style-type: none"> <li>OEM is looking at major employers and economic development partners as the first step toward creating the program.</li> </ul>
<ul style="list-style-type: none"> <li>Through after action reports from past disasters and they participate through many ventures (exercises, LEPC meetings, training, hot wash, etc..).</li> </ul>
<ul style="list-style-type: none"> <li>We reached out to all of the chambers, NGO's, and communities statewide and conducted a Private Sector Summit. Working groups were held and a task force was created.</li> </ul>
<ul style="list-style-type: none"> <li>Through our CI/KR teams as well as the associations mentioned above.</li> </ul>
<ul style="list-style-type: none"> <li>MOP3 and SEMA both recruit members of the BEOC. Both help train and coordinate member</li> </ul>

engagement.
<ul style="list-style-type: none"> <li>Private sector participants were identified as part of our “planning” group based upon previous relationships and levels of engagement during activations.</li> </ul>
<ul style="list-style-type: none"> <li>None yet. Project for 2013</li> </ul>
<ul style="list-style-type: none"> <li>Private sector participants were invited to participate and training and exercises, as well as to discuss issues and concerns that have been tabled by the local government and the military. Some were handpicked due to their expertise/experience in certain fields and their influence in the community while some volunteered to be part of the solution and planning and decision making processes.</li> </ul>
<ul style="list-style-type: none"> <li>At IEMA, a full time, dedicated public-private partnership project manager conducts outreach and presentations (either for groups/sectors or individual companies) about the public-private initiatives and exercises (planning/participation); the HSA/IEMA Director responds to speaking invitations and engagements via conferences, functions, workshops and events. An outreach person from the fusion center (STIC) develops partners for the ISA program. Volunteer and donations management from a partnership coordinated perspective prior to disasters occurring is conducted by various staff. From these proactive and reactive activities then the private sector participants are identified and engaged.</li> </ul>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Letters and communications to every Chamber of Commerce in the state. Outreach to County Coordinators, LEPC's and Private Sector were engaged and identified through e-mail, mail and website. A planning booklet was created and distributed.</li> </ul>
<ul style="list-style-type: none"> <li>All hazard SERC, activation of the State Emergency Coordination Center</li> </ul>
<ul style="list-style-type: none"> <li>Those businesses/organizations in the CI sectors</li> </ul>
<ul style="list-style-type: none"> <li>We will start with the CoC's and the "big box" stores.</li> </ul>
<ul style="list-style-type: none"> <li>The Iowa Business Council identified key stakeholders in developing the Partnership.</li> </ul>
<ul style="list-style-type: none"> <li>Cal EMA works with State Agencies that have existing relationships with the private sector, key associations as well as major corporations and non-profits which have or could potentially have a critical role in emergency response/recovery.</li> </ul>
<ul style="list-style-type: none"> <li>Through outreach to trade groups and individuals in the private sector. Recommendations from private sector partners were solicited for additional members.</li> </ul>
<ul style="list-style-type: none"> <li>Resources they can provide, knowledge of fundraising, owning critical infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>still in progress, but based on these themes; utilities, retail, transportation, logistics, communication</li> </ul>
<ul style="list-style-type: none"> <li>In 2005, the Department of Homeland Security and Emergency Management assisted in the facilitation of the consolidation of several already functioning state task forces. These task forces consisted of both private and public groups whose focus were sector specific in regard to Infrastructure protection. Through coordination by the Critical Infrastructure and Key Resources section of DHS&amp;EM, the Alaska Partnership for Infrastructure Protection was formed. Since this time, the Critical Infrastructure and Key Resources section of DHS&amp;EM proactively connect and encourage participation from the private sector.</li> </ul>
<ul style="list-style-type: none"> <li>In some cases, many private sector organizations have contacted us. We also initiated contact with larger companies.</li> </ul>
<ul style="list-style-type: none"> <li>Experience in previous disasters identified shortfalls and reached out through contacts listed on web pages.</li> </ul>
<ul style="list-style-type: none"> <li>Through existing relationships and discussions.</li> </ul>
<ul style="list-style-type: none"> <li>We internally hired experts that brought with them the requisite expertise and relationships.</li> </ul>
<ul style="list-style-type: none"> <li>Texas developed a private sector advisory council who meet quarterly to discuss various aspects of disaster response and recovery</li> </ul>
<ul style="list-style-type: none"> <li>Through the leadership of the Chamber of Commerce and particularly those businesses that have primary role in commerce through the seaport facilities.</li> </ul>
<ul style="list-style-type: none"> <li>Started asking questions of who is out there and who has capabilities</li> </ul>
<ul style="list-style-type: none"> <li>Through conferences, expos and networking events.</li> </ul>
<ul style="list-style-type: none"> <li>Association of Washington Business is the de facto state chamber of commerce, and connects to 7000 businesses. Also, we hired Corporate Relations Special Assistant , added a replacement when that individual took a larger portfolio that includes External Affairs and corporate relations remains a key part of that effort. The outreach and interaction is intended to be universal- if we can interact with any business to assist them in their needs or to assist us with ours, we do it.</li> </ul>

**7. Who drives or sets the agenda and strategy?**



**8. Are regular meetings held?**

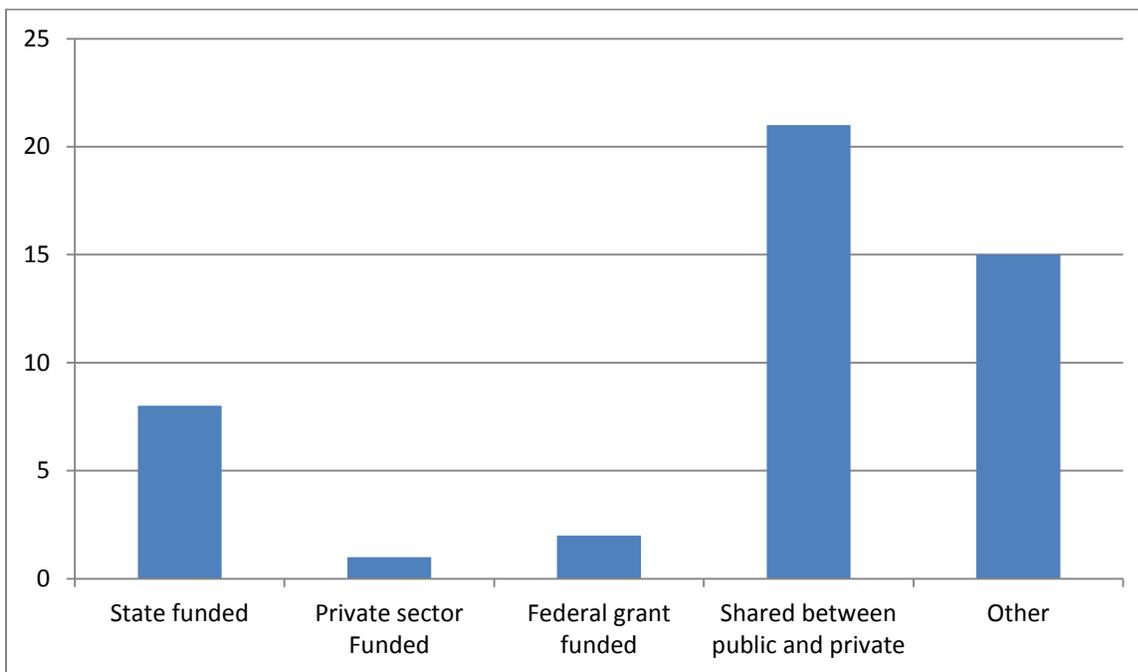


**Funding & Resources:**

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**9. How is the private sector collaboration or partnership funded?**

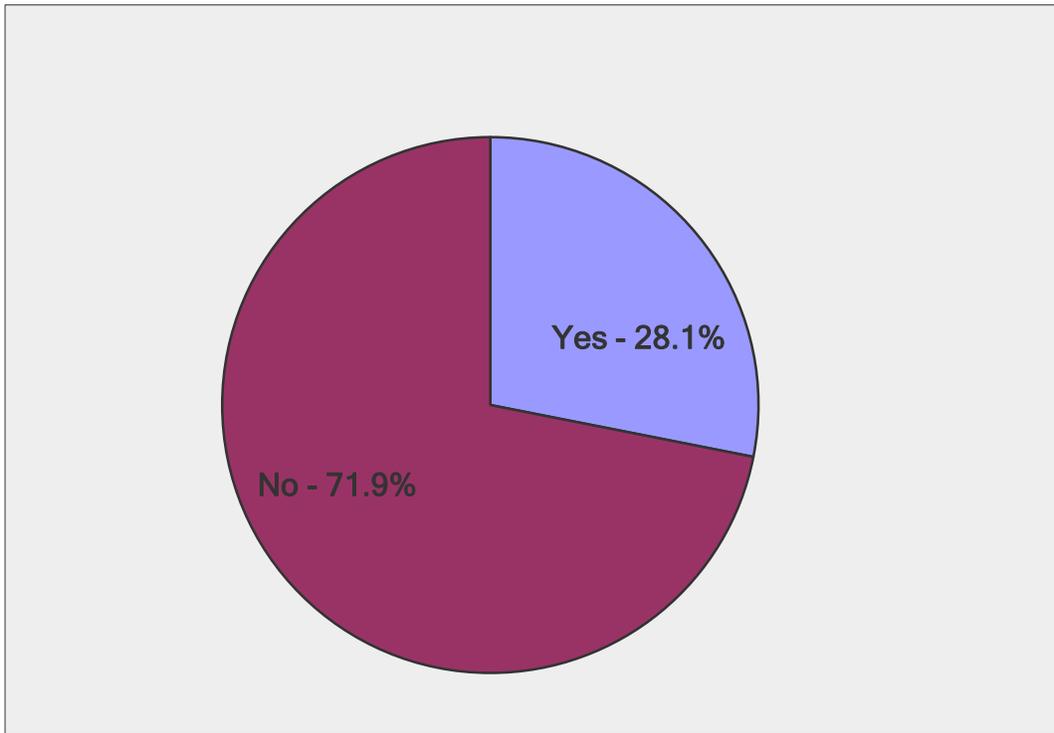
- a. State funded - 8
- b. Private sector funded - 1
- c. Federal grant funded - 2
- d. Shared between public and private - 21
- e. Other - 15



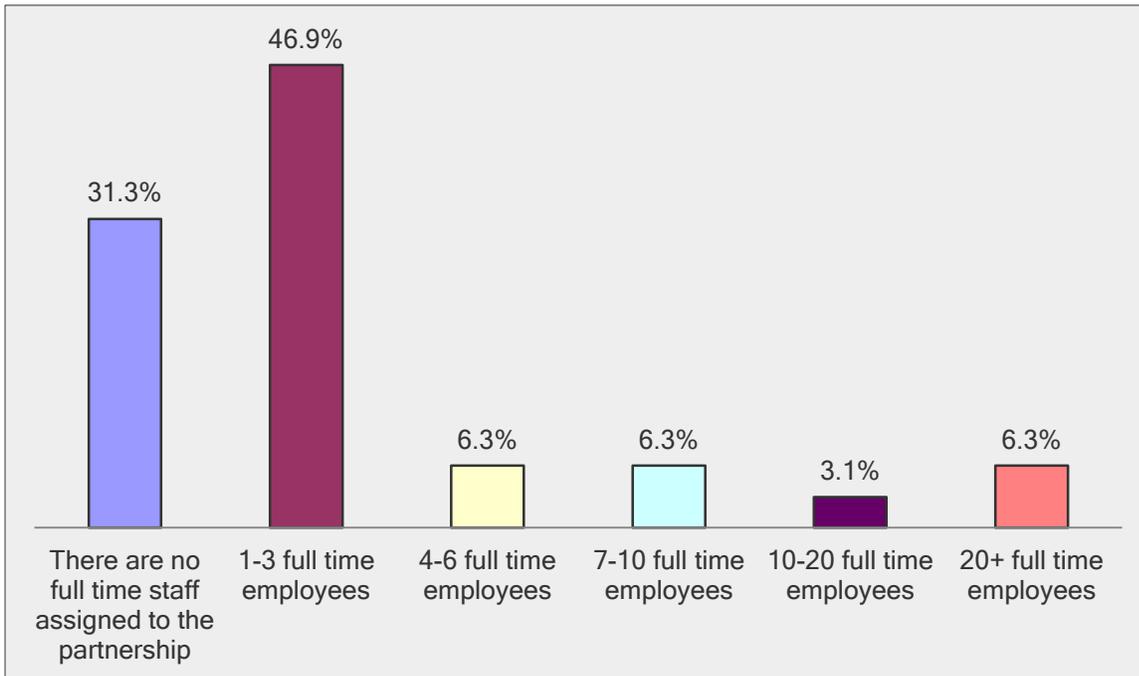
**Other (please specify):**

<ul style="list-style-type: none"> <li>Shared to some degree, but primarily HSGP funded. Staffing has dwindled from a full section of personnel to one individual.</li> </ul>
<ul style="list-style-type: none"> <li>The private sector partnership is not funded. It is based on collaboration; their assets are vital to our ability to communicate internally and externally on a daily basis. Which becomes of singular importance after a disaster. The private sector representative sector company is part of ESF #2 - Communications.</li> </ul>
<ul style="list-style-type: none"> <li>Some funding is provided through DHS, but most funding is through a collaboration with the various organizations.</li> </ul>
<ul style="list-style-type: none"> <li>There is no dedicated funding available. SEMA's Co-manager provides training and coordination as part of SEMA's Logistics Section duties.</li> </ul>
<ul style="list-style-type: none"> <li>Currently, the BOC development project is funded through the Regional Catastrophic Preparedness Grant Program</li> </ul>
<ul style="list-style-type: none"> <li>No funds yet.</li> </ul>
<ul style="list-style-type: none"> <li>The State receives monies from the DHS/State Homeland Security Grant Program for private sector initiatives. Please note: private industry has made contributions for partnership events/workshops (to include providing meals, networking events, and resources) and toward salary.</li> </ul>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>There will have to be a significant financial commitment from the private sector since the state has minimal funding available.</li> </ul>
<ul style="list-style-type: none"> <li>There is no specific funding directed toward this effort, with the exception of staff time. Activities and resources applied on the part of the private sector have been voluntary.</li> </ul>
<ul style="list-style-type: none"> <li>Our liaison is a current SDOEM employee, so the salary for that position is budgeted. That's the only funding dedicated to this right now.</li> </ul>
<ul style="list-style-type: none"> <li>Alaska Partnership for Infrastructure Protection is moving into becoming a private-public partnership that will ultimately becoming self-sustaining.</li> </ul>
<ul style="list-style-type: none"> <li>No additional funding is used. PPP is an additional duty. As program develops, we are considering using Linked In or other media groups which are commonly used in business and are available at NO COST. All information is public anyway so the only security needed would be to prevent the system from being used as a marketing tool by others who wish to sell their goods or services to the EM community.</li> </ul>
<ul style="list-style-type: none"> <li>No funding needed yet</li> </ul>
<ul style="list-style-type: none"> <li>We use federal grants to fund most of the state efforts, but there is a General Fund State component</li> </ul>

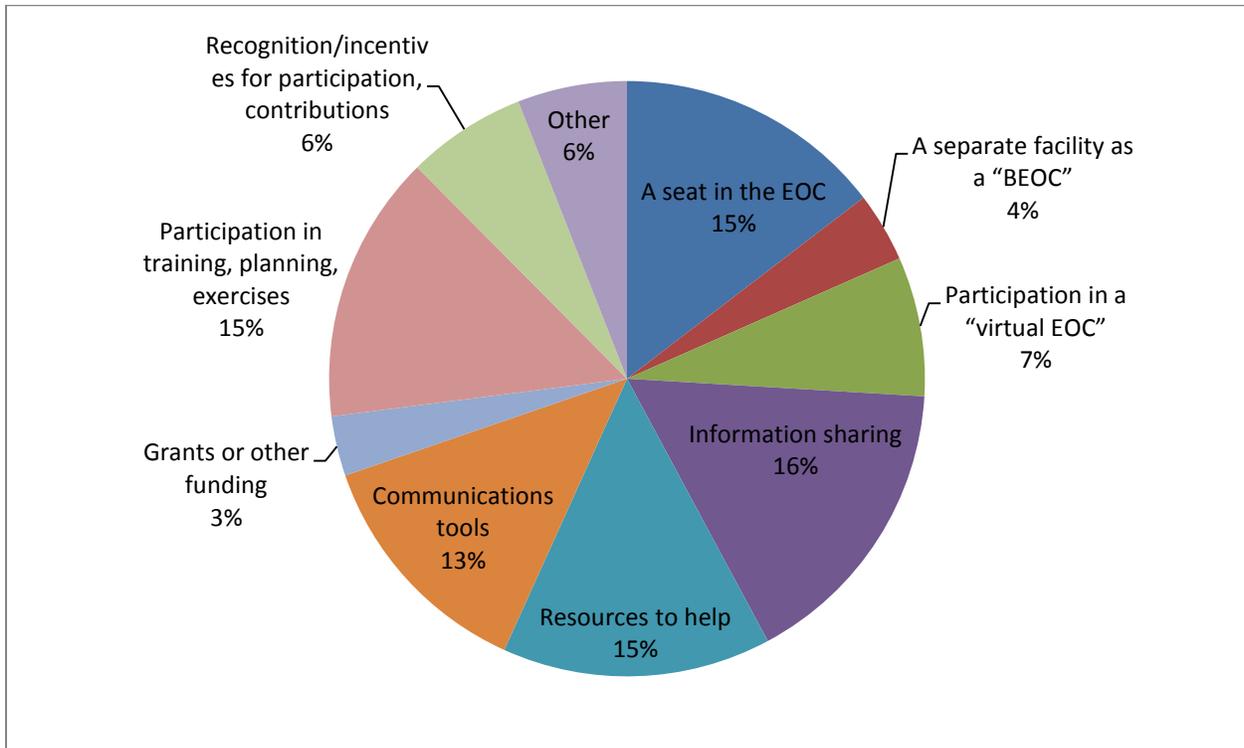
**10. Is there recurrent/sustainable funding source to support it?**



**11. Please indicate the number of full time employees supporting the partnership.**



**12. Please indicate the resources your partnership makes available to the private sector. (check all that apply)**



- ❖ A seat in the Emergency Operations Center
- ❖ A separate facility as a "Business Emergency Operations Center"
- ❖ Participation in a "virtual Emergency Operations Center"
- ❖ Information sharing
- ❖ Resources to help prepare for, respond to, and recover from disasters
- ❖ Communications tools (Interactive Web portals, cell phone alerts, etc.)
- ❖ Government or private sector grants or other funding
- ❖ Opportunities to participate in emergency management training, planning and exercises
- ❖ Public recognition or other incentives for their participation and contributions (please describe briefly)
- ❖ Other (please describe)

• The Michigan Business EOC is currently being developed and will support the coordination of activities and resources of businesses and volunteer organizations in Michigan and across the nation to improve response and self-sufficiency; reduce reliance on FEMA and other federal assistance in order to maximize business, industry and economic stabilization; and return the business environment to normal operations as quickly as possible. The Michigan Business EOC will work with businesses to improve their disaster preparedness; improve communication with business and industry before, during and after disaster events; rapidly develop sound economic-impact estimates to support decision making and requests for business assistance; coordinate response efforts to assist businesses in their efforts to return to normal operations as quickly as possible; and help coordinate post disaster economic recovery. Participation in the Michigan Business EOC is voluntary and open to all members of the private sector, including large and small businesses, associations, universities, think tanks, and non-profits.

• News releases, website articles.

• Plan to develop a recognition program.

<ul style="list-style-type: none"> <li>Note reference question 11 above. SEMA does not devote any full time staff to the partnership, but SEMA provides training and one full time staff member (Branch Chief for Logistics, Resources, Mitigation &amp; Floodplain Management) serves as the BEOC Co-Manager and MOP3 SEMA representative as an additional duty, with his staff assisting as needed. Other SEMA staff, such as the Statewide Volunteer Coordinator and staff also interface with the BEOC and MOP3 as appropriate.</li> </ul>
<ul style="list-style-type: none"> <li>This piece is still under development, however, we have indicated above the resources we anticipate being able to provide to the private sector.</li> </ul>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Private sector is encouraged to complete the planning guide provided by the state. If it is completed and submitted, the state reviews it, shares it with the local jurisdiction and provides a certificate of completion to the private sector participant.</li> </ul>
<ul style="list-style-type: none"> <li>The checked boxes indicate a realistic expectation but details will need to be worked out.</li> </ul>
<ul style="list-style-type: none"> <li>Memorandums of Understanding, press/media releases for specific activities or initiatives, access to information management system and situation reports.</li> </ul>
<ul style="list-style-type: none"> <li>Virtual EOC is a goal as the program develops.</li> </ul>
<ul style="list-style-type: none"> <li>Press releases, plaques, coins, etc.</li> </ul>

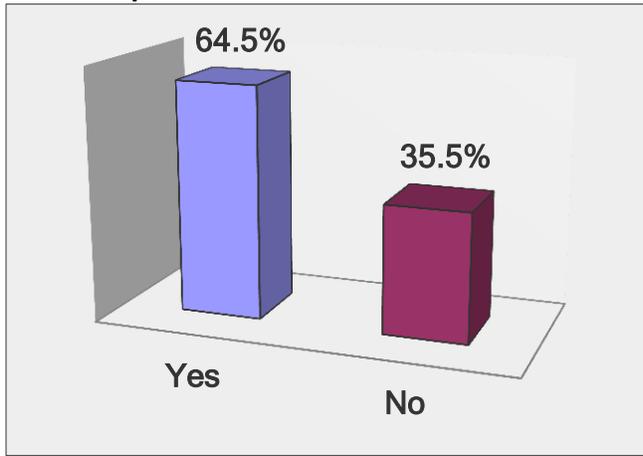
**Roles & Responsibilities:**

**13. List the primary roles, responsibilities and functions of the private sector participants.**

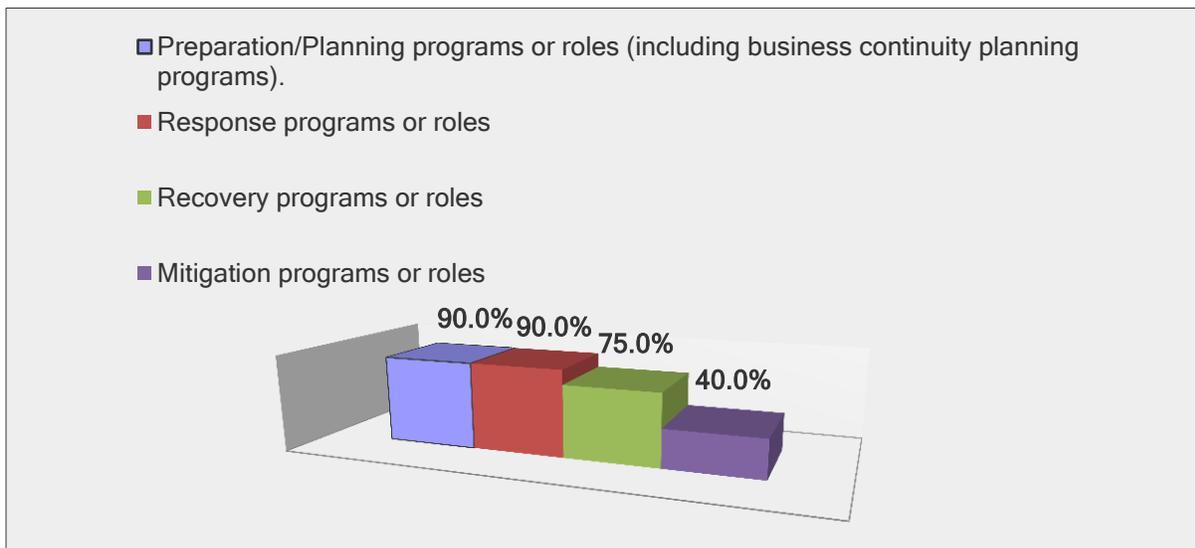
<ul style="list-style-type: none"> <li>Provide recommendations and oversight to the Commonwealth EM Director for disaster response, recovery, training and exercise.</li> </ul>
<ul style="list-style-type: none"> <li>Provides updates after outages and after and/or disasters</li> </ul>
<ul style="list-style-type: none"> <li>Roles and responsibilities are still being determined at this time.</li> </ul>
<ul style="list-style-type: none"> <li>Infrastructure support and information sharing.</li> </ul>
<ul style="list-style-type: none"> <li>1. Coordinate and communicate with partners to obtain current status and needs of businesses in the area of impact.</li> <li>2. Determine hotel and restaurant availability in area of impact.</li> <li>3. Provide Assistance in staffing ESF 18,</li> <li>4. Provide outreach via website and other technology that interfaces with business communications systems.</li> <li>5. Coordinate communication with State Logistics and the Florida Retail Federation.</li> <li>6. Trouble shoot for priority retailers of essential commodities.</li> <li>7. Assist in needs assessments for businesses.</li> </ul>
<ul style="list-style-type: none"> <li>We share information with multiple private sector entities and invite many of them to participate with us in training and exercises. We also do assess</li> </ul>
<ul style="list-style-type: none"> <li>Please see the websites listed in question 3.</li> </ul>
<ul style="list-style-type: none"> <li>This has not been defined as of yet.</li> </ul>
<ul style="list-style-type: none"> <li>None yet.</li> </ul>
<ul style="list-style-type: none"> <li>Generally, the primary roles and responsibilities of the private sector participants are to coordinate all preparedness, mitigation, response and recovery operations as requested by the EOC Director, Territorial Coordinating Officer and/or the Unified Coordination Group.</li> </ul>

<ul style="list-style-type: none"> <li>• 1) Serve as liaison representatives (along with public sector liaisons) at the SEOC/State Incident Response Command during center activation and attend monthly meetings; 2) Serve as representatives on the Private Sector Advisory Group to set agenda and strategic vision for partnerships and working alliances in Illinois; 3) Serve as sector representatives at the BEOC when activated; 4) Serve as contributing members of the Infrastructure Security Awareness Program; 5) Serve as chairpersons for the Illinois Terrorism Task Force/Private Sector Committee; 6) Serve as planning members for the State Level Exercise continuum.</li> </ul>
<ul style="list-style-type: none"> <li>• In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>• Because we are just beginning we are focusing on the private sector emergency planning aspect. We also communicate to them assistance we may need from them during incidents or disasters.</li> </ul>
<ul style="list-style-type: none"> <li>• Infrastructure resiliency and rapid recovery of services.</li> </ul>
<ul style="list-style-type: none"> <li>• Logistics and information sharing</li> </ul>
<ul style="list-style-type: none"> <li>• During activations the BOC and UOC, integrated within the SOC and Logistics functions, provide information sharing, resource sharing and situational awareness. Private partners also contribute to planning and preparedness activities.</li> </ul>
<ul style="list-style-type: none"> <li>• Unknown at this time</li> </ul>
<ul style="list-style-type: none"> <li>• The private sector participants are active members of Iowa's emergency response community.</li> </ul>
<ul style="list-style-type: none"> <li>• To collaborate with public sector partners to develop goals and strategies for the program and to participate in the Business Emergency Coordination Center in the event of a disaster.</li> </ul>
<ul style="list-style-type: none"> <li>• Donations only at this point.</li> </ul>
<ul style="list-style-type: none"> <li>• developing</li> </ul>
<ul style="list-style-type: none"> <li>• Information sharing and protection of that information is a fundamental tenet of APIP. Some members, however, may not be able to share infrastructure information at the same level as other members. APIP partners recognize these limitations and attempt to emphasize the information sharing process and analysis rather than accuracy of the information content. To the degree possible, APIP will collect and maintain accurate data for emergency response contingencies.</li> </ul> <p>APIP partners are expected to protect member information as if it was their own.</p> <p>APIP partners are encouraged to provide periodic overviews of their operations and how it relates to other sectors.</p> <p>APIP partners are encouraged to support training and exercise opportunities as offered.</p> <p>APIP partners are encouraged to conduct sector specific business within the APIP framework and relate summarized results to the general membership</p> <p>APIP partners are encouraged to participate in APIP governance and program activities</p> <p>APIP partners will be represented by one security and one operations manager/supervisor per each organization at APIP meetings, exercises, and contingencies. APIP partners may designate one alternate security and one operations manager / supervisor in the event the primary seated members cannot attend APIP meetings, exercises, and or contingencies.</p>
<ul style="list-style-type: none"> <li>• Collaborative planning and information sharing.</li> </ul>
<ul style="list-style-type: none"> <li>• The three association representatives have agreed to staff the SEOC as needed. SOPs are being developed as WebEOC is being revised.</li> </ul>
<ul style="list-style-type: none"> <li>• Serve on the CEPR as an advisory group in planning and response. Support agency throughout the Kansas Response Plan.</li> </ul>
<ul style="list-style-type: none"> <li>• Logistical support, information sharing and continuity of operations</li> </ul>
<ul style="list-style-type: none"> <li>• Liaisons for their companies</li> </ul>
<ul style="list-style-type: none"> <li>• identify needs of the private sector and their capabilities</li> </ul>
<ul style="list-style-type: none"> <li>• Not yet established.</li> </ul>

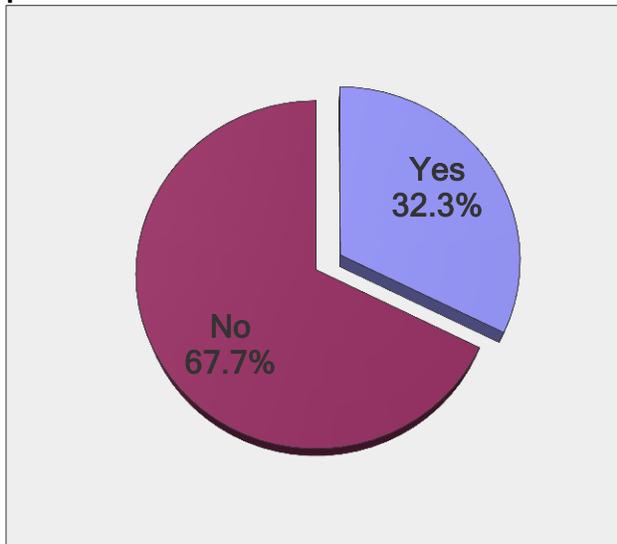
14. Does the private sector collaboration have defined roles or ongoing programs?



15. If you answered yes to the previous question, please identify with which phase of emergency management they are affiliated and briefly identify what they are:



16. Does the public-private sector collaborative effort or partnership have specific deliverables or performance measures to determine the success or progress?

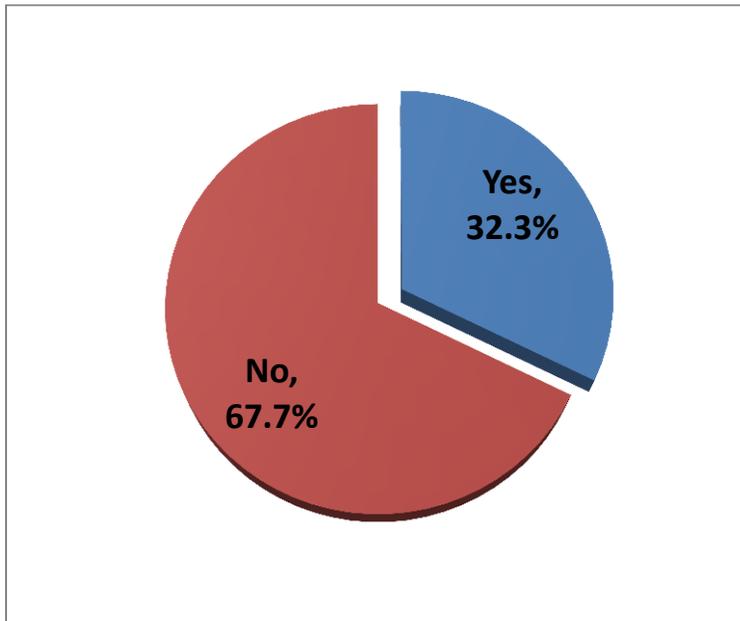


**If so, please identify what some of those measures are.**

<ul style="list-style-type: none"> <li>The purpose of the MICC is to support the goals and objectives of the National Infrastructure Protection Plan (NIPP) and strengthen the partnership between the public and private sector. Areas of concern include Alert Notification, Threat Response, Prioritization Efforts, Special Events Planning, Information Sharing Mechanisms, NIPP Implementation &amp; Compliance, and Threat &amp; Vulnerability Assessments of CIKR.</li> </ul>
<ul style="list-style-type: none"> <li>Disaster and emergency preparation and response. Organizational resilience. Business Continuity.</li> </ul>
<ul style="list-style-type: none"> <li>OEM looks to include performance measures as the program is finalized.</li> </ul>
<ul style="list-style-type: none"> <li>Estimates on power restoration, subject matter expertizes, and restoration of the communication network.</li> </ul>
<ul style="list-style-type: none"> <li>The Private Sector Coordinator position with the Florida Division of Emergency Management has been given 27 Goals/objectives. <ol style="list-style-type: none"> <li>Develop a Virtual Business EOC.</li> <li>Integrate private sector information into state em systems.</li> <li>Conduct Outreach - hold an Annual Summit and conduct outreach business workshops.</li> <li>Develop a ESF 18 SOP and train staff with developed training materials.</li> </ol> <p>Just to name a few.</p> </li> </ul>
<ul style="list-style-type: none"> <li>Not yet</li> </ul>
<ul style="list-style-type: none"> <li>None yet</li> </ul>
<ul style="list-style-type: none"> <li>Some of those measures are the following: <ol style="list-style-type: none"> <li>Number of individuals completed the CERT training for a period of time;</li> <li>Number of private organizations/individuals who participated in the training, exercises and community outreach and public education campaign for a period of time;</li> <li>Number of volunteer hours for a period of time;</li> <li>Number of sub grantee hazard mitigation grant applications processed and recommended for grantee approval;</li> <li>Others</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>Quantitatively - (performance measures): <p>Increasing BEOC representative numbers and sector representation (during both real events and exercises) targeting needed sector representation by March 1, 2013</p> <p>Increasing ISA program participants to include Fortune 500 companies in Illinois by December 1, 2013</p> <p>Increasing PSAG participants for the various subcommittees under development, targeting needed sector representation by August 1, 2013</p> <p>Qualitatively: (deliverables)</p> <p>Private Sector Advisory Group</p> <p>PSAG to establish their own organizational structure, membership and meeting schedule.</p> <p>PSAG establishment of subcommittees by August 1, 2013</p> <p>PSAG subcommittees to address sector concerns (E.g. waivers, access/re-entry, mission ready packaging, and communications) and develop recommended policy/procedures by December 31, 2013</p> <p>BEOC:</p> <p>Develop - Standard Operating Procedures (waiting final approval)</p> <p>Address - Communication procedures between the SIRC and BEOC (waiting final discussion/approval</p> </li> </ul>

and testing at next state level exercise)
Issues & Solutions - decision point finalization/status from SLE 2011 event (status review)
BEOC Roles & Responsibilities Checklist (waiting final approval)
<ul style="list-style-type: none"> <li>• In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>• At this time the deliverables are completed private sector plans, contacts for assistance, Web EOC participation.</li> </ul>
<ul style="list-style-type: none"> <li>• Partners participate in After Action efforts and development of corrective actions following declared disasters/activations as well as exercises. These processes help identify program improvements. Cal EMA also hosts focused exercises of the BOC and UOC staff and functions.</li> </ul>
<ul style="list-style-type: none"> <li>• Examples include number of participants in events, number of programs</li> </ul>
<ul style="list-style-type: none"> <li>• Recovery of the impacted areas per USCG standards.</li> </ul>

**17. Does the public-private collaboration have responsibility for ongoing programs or specific projects that promote community or business resilience?**



**If so, please describe those programs or projects.**

<ul style="list-style-type: none"> <li>• Evaluation of critical areas of the organization. Best practices and procedures for hazards response. Self-assessment of internal and external resources. Planning for maintaining strength and preparedness.</li> </ul>
<ul style="list-style-type: none"> <li>• As planning continues to evolve for this program, community or business resilience efforts will be included.</li> </ul>
<ul style="list-style-type: none"> <li>• Water Front Florida - Coastal MGT Program Small Business Development Council - has coop planning FL DEM - has Business get a Plan Tampa Bay Regional Planning Council has a business resiliency plan builder. There is Post Disaster Redevelopment Planning through the Regional Planning Councils. Each County has an Local Mitigation Strategy that has local community involvement.</li> </ul>
<ul style="list-style-type: none"> <li>• Although not formalized, we work with many of these entities daily to assist in their efforts as well as enhance our ability to respond with appropriate resources as necessary.</li> </ul>
<ul style="list-style-type: none"> <li>• MOP3 and SEMA provide training for participants and for private sector businesses in the community.</li> </ul>
<ul style="list-style-type: none"> <li>• None yet</li> </ul>

<ul style="list-style-type: none"> <li>The SEOC Private Sector Liaison Program - private sector liaisons coordinate with public sector liaisons at the SIRC for community resilience (to include business resilience). The BEOC initiative - private sector stakeholders in decision-making positions during disasters/incidents collaborating/coordinating for both community and business resilience. The Capstone 14 initiative - an eight state regional exercise continuum with the following objectives to promote community/business resilience:             <ol style="list-style-type: none"> <li>1) A joint, regionalized, multi-state approach to preparedness, crisis management, and resiliency efforts by engaging private-public partnerships</li> <li>2) Continued expansion of pre-crisis public-private partnerships</li> <li>3) Disaster information exchange, situational awareness, and a common operating picture through a collective access portal</li> <li>4) Joint training and exercise capabilities</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>Private Sector participation is now encouraged in all the ID Bureau of Homeland Programs to include training, exercising, planning and EOC</li> </ul>
<ul style="list-style-type: none"> <li>Through active participation in and hosting events such as National Preparedness Month and ShakeOut, business partners have demonstrated commitment to business resilience through their employee readiness, continuity exercises, customer readiness, and by extension the general public and other businesses.</li> </ul>
<ul style="list-style-type: none"> <li>Business continuity is biggest one. All of Safeguard Iowa's activities promote community and business resilience to some degree.</li> </ul>
<ul style="list-style-type: none"> <li>Workshops and training conferences.</li> </ul>

**Issues & Challenges:**

**18. Please describe three to five primary challenges encountered (i.e. legal issues) in the process of engaging the private sector in emergency management programs. If those challenges have been overcome, please describe how they were overcome.**

<ul style="list-style-type: none"> <li>Establishing business and industry partnerships for the sharing of proprietary information to ensure a protected supply chain during a disaster event. This issues has been mitigated with the use of the Virtual Business EOC on a secure SharePoint portal.</li> </ul> <p>Private sector access to a disaster event area of operations. This issue has been mitigated with the launch of the E-Placard and E-Roster web applications to provide for credentialed access to a disaster event area.</p>
<ul style="list-style-type: none"> <li>Funding, maintaining private sector engagement, and lack of catastrophic events.</li> </ul>
<ul style="list-style-type: none"> <li>There are no challenges. The private sector company fosters a good corporate relationship.</li> </ul>
<ul style="list-style-type: none"> <li>Staffing, and Time</li> </ul>
<ul style="list-style-type: none"> <li>Proprietary data, competition among similar business, and funding.</li> </ul>
<ul style="list-style-type: none"> <li>In my short time,             <ol style="list-style-type: none"> <li>1. The volume of information is overwhelming.</li> <li>2. Reaching everyone that you want to.</li> <li>3. Not having enough hours in the day.</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>Trust on assessments that proprietary information will not be shared. Funding for long term programs Turnover Funding to develop and formalize the partnerships.</li> </ul>

<ul style="list-style-type: none"> <li>1. The Public Sector cannot endorse specific businesses. This is overcome by documentation and training.</li> <li>2. Public Sector contracting must be as competitive as possible. This is overcome through documentation, training, using appropriate contracting procedures and a firm commitment to competition.</li> <li>3. Liability sometimes is a concern. This is overcome by documentation and training about statutory protections and limits thereof, insurance, and communication.</li> </ul>
<ul style="list-style-type: none"> <li>- liability issues</li> <li>- severe weather events prompting activations which detracts from progress</li> <li>- properly structuring the BOC to smoothly integrate into current processes</li> </ul>
<ul style="list-style-type: none"> <li>No staff.</li> </ul>
<ul style="list-style-type: none"> <li>The primary challenges encountered in the process of engaging the private sector in emergency management programs are: their availability is subject to the buy in by their management and the provisions of their employers' rules and regulations. The other important challenge is the liability issues involving the private sector personnel and resources during EM or disaster events.</li> </ul>
<ul style="list-style-type: none"> <li>1) Within the IEMA Working Alliances structure, it does take time and patience when developing MOUs (even if working from a template) for government and companies (attorneys) to agree on language, types of commitment and information sharing. We have been successful in establishing MOUs with a few companies.</li> <li>2) Access/re-entry to disaster sites by the private sector is a huge concern which has not been resolved. We have some "opportunities" to explore with companies who they need to send to the disaster site and how government can build on information and systems these companies use towards access authorization.</li> <li>3) Waivers for private sector companies both inter-state and intra-state need attention by government. This issue has been brought to agencies that work with waivers during events but the challenge is to find a working, "stream-lined" solution.</li> <li>4) A common access portal is needed where the companies and government can sign on to glean steady-state and operational data.</li> </ul>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>1. Funding</li> <li>2. Participation</li> <li>3. Coordination</li> </ul>
<ul style="list-style-type: none"> <li>The largest issue is the inability to share critical infrastructure information with the State Emergency Coordination Center due to state FOIA laws. Funding issues also</li> </ul>
<ul style="list-style-type: none"> <li>staff time available</li> <li>competition</li> <li>perception of private business in "government business"</li> </ul>
<ul style="list-style-type: none"> <li>*Partnering at the appropriate level--private sector is not organized or distributed the same as government--this is a learning effort for govt. Balancing criteria for establishing partnerships without being "exclusive".</li> <li>*Integration at the appropriate level within the EOC--i.e., Command/Management, Logistics</li> <li>*Development of a public/private system that effectively integrated at all levels--local/state/federal</li> </ul>
<ul style="list-style-type: none"> <li>The first challenge is developing a strategy for engagement and properly messaging the desired end state.</li> </ul>
<ul style="list-style-type: none"> <li>Funding - government funding accounts for part or Safeguard Iowa's operating budget</li> <li>Getting private sector involvement - trying to show value and bang for the buck on involvement</li> <li>Meshing private sector needs with public sector needs - since SIP is a private non-profit that answers to its board of directors, the State doesn't dictate what the organization does</li> </ul>
<ul style="list-style-type: none"> <li>1. Developing interest from a broader range of private sector partners in the program.</li> </ul>

2. Funding opportunities to more fully develop public/private programs.
<ul style="list-style-type: none"> <li>1. Lack of personnel to focus on private sector engagement and partnership. It's "another duty as assigned" for our state VAL.</li> <li>2. Lack of understanding on the part of the private sector regarding the emergency management and disaster response process.</li> <li>3. We have to be careful not to step on the VOAD's toes. They are an important partner as well.</li> </ul>
<ul style="list-style-type: none"> <li>funding, still working</li> </ul>
<ul style="list-style-type: none"> <li>Challenges overcome/ongoing: <ol style="list-style-type: none"> <li>It's been a challenge to balance the priorities of both the private and public sector. This balancing challenge is one that must be addressed in forming the agenda of every meeting.</li> <li>Encouraging new private partners. We've found that by taking a more private sector business approach is more effective in receiving encouragement for participation.</li> <li>Providing services/return to partners. We've tried to create agenda's where the partnership members always have new products or services to assist in the next step for a more resilient infrastructure.</li> <li>Consistency. Being consistent helps foster a trust within the partnership itself, which has led to more committed group participation.</li> <li>Involvement. We have really pushed for answering membership needs, and interests. We've found that this creates an environment of more passionate members, which increases involvement.</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>Sheer number of potential partners and limited planning resources.</li> <li>All information shared is by definition public information and may be obtained by anyone by request. Therefore, businesses must not share private information.</li> </ul> <p>We do not want this effort to become a marketing tool for businesses that specialize in EM activities or to be seen as the place to go to contracts with us.</p> <p>State efforts do not need to undermine the relationships between Local EMA and the businesses in their community. Local events such as fires, power outages or traffic disruptions will have a greater effect on businesses. However, very large manufacturers such as auto plants have a workforce and suppliers that are regional and they need information that goes beyond their home county.</p>
<ul style="list-style-type: none"> <li>None so far. We use to host a Business and Industry 2 day conference (4 years), but had to eliminate this because of funding cuts.</li> </ul>
<ul style="list-style-type: none"> <li>n/a</li> </ul>
<ul style="list-style-type: none"> <li>Bid process for commodities or services</li> </ul> <p>Sharing info among competitors</p> <p>Developing priority list during recovery</p>
<ul style="list-style-type: none"> <li>1. Location of "Response" personnel and equipment.</li> <li>Procurement rules if contracting services</li> </ul> <p>Getting competitors in the same room at the same time</p> <p>Making smaller companies feel valued</p>
<ul style="list-style-type: none"> <li>Government on different pages. Legal. Communication.</li> </ul>

**19. Please describe three to five primary accomplishments achieved through the engagement of the private sector and how those accomplishments were achieved.**

<ul style="list-style-type: none"> <li>The PSWG Virtual Business EOC was launched in 2011 and has received regional and national recognition. The VBOC is part of a secure SharePoint Portal accessed by members of the PSWG during training, disaster exercise and response events.</li> </ul> <p>The launch of KEMIS, the Kentucky Emergency Management Information System took place in 2012. This information repository includes the VBEOC, WebEOC, E-Placard &amp; E-Roster, along with real-time event situational awareness.</p> <p>The MASS Project, Mutual Aid Support System, came online in beta format in 2012. This application based initiative makes use of regional mission ready packaging of assets that are geo-tagged and displayed on a vUSA platform for real-time viewing of available response teams and equipment. MASS has been endorsed by EMAC and the CUSEC states and will be utilized in the CAPSTONE 2014 News</p>
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<p>Madrid Seismic Zone exercise.</p>
<ul style="list-style-type: none"> <li>Relationships built with the private sector, vulnerability assessments, and improvement in critical infrastructure security systems. Achieved through continued engagement and assessments of critical infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>Better relationship Good corporate citizen</li> </ul>
<ul style="list-style-type: none"> <li>OEM has taken several initial steps toward establishing this important program.</li> </ul>
<ul style="list-style-type: none"> <li>Restoration of power; working face to face in the EOC with multiple utilities to manage the public perception.</li> </ul> <p>Delivery of vital commodities after a disaster.</p> <p>Working through VOAD to help the public during intermediate and long term recovery.</p>
<ul style="list-style-type: none"> <li>1. Better real time information on impacts and status.</li> <li>2. Improved utilization of resources.</li> <li>3. Less misinformation.</li> </ul>
<ul style="list-style-type: none"> <li>Better planning and resource management</li> </ul> <p>Better relationships promote a more coordinated response which helps minimize impact.</p> <p>Quicker response and assistance from the developed partnerships.</p>
<ul style="list-style-type: none"> <li>Private Sector participation in NLE 2011 was highly successful due to their contributions. The Private Sector also was extremely helpful during the Joplin tornado response in 2011. Many resources, not otherwise been available, were provided in a highly cost effective and timely manner. The Private Sector also were very supportive with donations. Likewise, during the 2012 Hurricane Sandy response, the Missouri BEOC Co-Manager deployed to New York to assist the Missouri Statewide Volunteer Coordinator to establish a state level donations management system. The Private Sector helped search for donated warehousing and support equipment, as well as helping coordinate corporate donations.</li> </ul>
<ul style="list-style-type: none"> <li>- increased information sharing for situational awareness and better allocation of resources</li> <li>- increased levels of trust between public and private sector</li> </ul>
<ul style="list-style-type: none"> <li>None yet.</li> </ul>
<ul style="list-style-type: none"> <li>The primary accomplishments achieved through the engagement of the private sector for the past year were: the establishment of the Guam Voluntary Organization Active in Disasters (VOAD) comprising of faith-based organizations, volunteer and private sector entities, as well as the establishment of the Task Force on Mass Care and Emergency Assistance.</li> </ul>

<ul style="list-style-type: none"> <li>1) The overall CUSEC Capstone 14 three year exercise continuum was conceived and initiated during 2012 as an opportunity to develop a blueprint formulary for joint, coordinated response towards effecting community resiliency from a regionalized perspective with the private sector.</li> </ul> <p>2) An eight-state, regional CUSEC Capstone 14 workshop was hosted by Sears Holdings Corporation on August 2012 at their Illinois corporate headquarters, with the eight state EMAs and their private sector partners represented. The purpose of this workshop was to enhance homeland security/emergency management public-private working alliances throughout the eight-state CUSEC region. During the workshop, a series of outcome-based track sessions were conducted, in addition to two topical plenary sessions where public and private partners worked together to determine protocols for critical issues of mutual concern.</p> <p>3) "Vision 2020" workshops were conducted at nine separate locations in Illinois during 2012. The participants were citizens, businesses, emergency responders, and government representatives. Through facilitated discussion, the groundwork for a new homeland security strategy was developed to deal with current and emerging threats and risks, citizen preparedness and disaster response and recovery for Illinois.</p> <p>4) An Energy Assurance Workshop was conducted in April 2012 with private sector utility and energy companies; and state government to review and provide guidance for a developing Illinois Energy Assurance Plan.</p> <p>5) IEMA developed a partnership with Walgreens in 2012 to make Potassium Iodide (KI) pills available to individuals living within the 10-mile Emergency Planning Zones (EPZs) around the six nuclear power plants in Illinois. KI is a non-prescription drug used to protect the thyroid from radioactive iodine, which could be released during a nuclear power plant accident.</p>
<ul style="list-style-type: none"> <li>In process. we are working on our private sector partnerships</li> </ul>
<ul style="list-style-type: none"> <li>1. Local jurisdictions now aware and including private sector in their emergency management programs.</li> <li>2. State agencies are now coordinating with the private sector in their individual plans.</li> <li>3. Coordination with the private sector during the fires was worked through more than one state agency which enhanced service to the customers.</li> </ul>
<ul style="list-style-type: none"> <li>Protection of major electrical transmission lines during wildfire seasons, support by the National Guard to restore electrical power in rural areas.</li> </ul>
<ul style="list-style-type: none"> <li>Successful response to disaster</li> </ul> <p>Participation in "prepare fairs"</p>
<ul style="list-style-type: none"> <li>*Enacting legislation and MOU program</li> </ul> <p>*Successful resource sharing and resource information, and effective integration into state operations during numerous disaster events.</p> <p>*Sharing of situation awareness and information both day to day and during emergency events</p> <p>*Integration of private partners info planning and plan development as part of a unified and whole community effort.</p>
<ul style="list-style-type: none"> <li>None so far.</li> </ul>
<ul style="list-style-type: none"> <li>Developed business continuity program available to all businesses that want it</li> </ul> <p>Developed EOC liaisons that provide a private sector resource link into a response</p> <p>Safeguard Iowa has been a valuable partner in sharing information with the private sector.</p>
<ul style="list-style-type: none"> <li>We have been successful in engaging many private sector partners through the PASS program and have successfully provided preparedness training and taken part in statewide full scale exercises.</li> </ul>
<ul style="list-style-type: none"> <li>I wouldn't say we have a list of big accomplishments yet. The major accomplishment at this point is that we have a person identified to work with the private sector, and she has been meeting with major businesses in the state to cultivate that relationship.</li> </ul>
<ul style="list-style-type: none"> <li>developing</li> </ul>
<ul style="list-style-type: none"> <li>See previous</li> </ul>
<ul style="list-style-type: none"> <li>Establishment of a separate ESF, establishment of a business EOC, and establishment of information sharing systems.</li> </ul>

<ul style="list-style-type: none"> <li>• Having a representative from the Petroleum Industry was very useful during ISAAC. We were able to stay on top of rumors and had a clear picture of fuel availability which is critical during an evacuation. Trends were recognized and problems were able to be avoided.</li> </ul>
<ul style="list-style-type: none"> <li>• ESF #12 planning and representation in the SEOC. Verizon communications partnership during response. Donations to Crisis City training site.</li> </ul>
<ul style="list-style-type: none"> <li>• 1. Information and intelligence sharing</li> <li>2. Additional granularity with GIS capabilities</li> <li>3. Mutual training and exercise opportunities</li> <li>4. Emergency plans and procedures are in sync between IDHS and several key private sector partners</li> </ul>
<ul style="list-style-type: none"> <li>• Improved disaster response</li> <li>Quicker recovery due to better collaboration between govt and private sector</li> </ul>
<ul style="list-style-type: none"> <li>• 1. Communication is seamless both vertical and horizontal</li> <li>2. Full Scale Exercise with private sector both government lead and private sector lead.</li> <li>3. Shared concern about the sites' status.</li> </ul>
<ul style="list-style-type: none"> <li>• No accomplishments to date</li> </ul>
<ul style="list-style-type: none"> <li>• Bringing other agencies together to talk about emergency management and the private sector.</li> </ul>