DRAFT "Building Private-Public Partnerships Guide"

DIVISION NAME: National Integration Center

ACTION REQUIRED: Review and Provide Recommendations for Content Input

DUE: NLT December/10/2020

PURPOSE/BACKGROUND: The National Integration Center (NIC) is currently drafting the "Building Private-Public Partnerships Guide." The guide provides recommendations and best practices for jurisdictions to establish and maintain a private-public partnership (P3) to help coordinate mitigation, response and recovery planning and preparedness. The guide will help both public and private sector emergency managers at all levels collaborate to increase community resilience. While the guide is written from a local perspective, any jurisdiction or private entity can use it.

The NIC and FEMA's Office of Business, Industry, Infrastructure and Integration (OB3I) began coordinating with associations representing emergency management, government administration and the private sector in January 2020. That coordination with these key partners has continued throughout the guide's development process. Several federal partners, such as the Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA), have also been engaged in the effort.

The NIC is currently seeking content input from whole community partners. This review affords an opportunity to review and provide substantive content recommendations for continued development and refinement of the draft. The results of this review will inform the development of the published version of the P3 Guide for whole community use.

As you review the document, consider:

- Identifying areas that may be confusing;
- Providing success stories or best practices; and
- Identifying additional job aids, training opportunities or resources for inclusion.

A comment form is included with the current draft for documenting and providing feedback to the NIC. Please submit feedback forms to NPD-Planning@fema.dhs.gov by December 10, 2020.

NOTE: Due to recent updates to fema.gov and other websites referenced in this document, all links may not be functional. We are aware of this issue and plan to update links in a subsequent draft.

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Building Private-Public Partnerships

November 2020

NATIONAL ENGAGEMENT DRAFT

FEMA

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1. Introduction

Private-public partnership (P3)[1] activities already exist, but most jurisdictions are not actively or consciously leveraging their full potential. This guide provides recommendations for jurisdictions to optimize the P3 elements they may already have and methods to identify and fill any gaps.

1.1. Purpose

This guide provides recommendations and resources for a jurisdiction[2] to establish and maintain a P3 to help coordinate mitigation, response and recovery planning and preparedness. It will help both public and private sector emergency managers at all levels collaborate to increase community resilience. The models in this guide highlight interdependencies among businesses, industries, community organizations and government agencies. The recommendations facilitate developing, managing and scaling P3s to strengthen life safety, economic security and community resilience.

The guide helps to:

- Promote why, what and how to build relationships, communicate and share information between private sector and state, local, tribal and territorial (SLTT) public sector emergency management partners;
- Engage P3s in resilience-building and response-oriented actions based on community lifelines, supply chains and related economic activity;
- Build resilience by integrating the private sector into mitigation planning and actions;
- Involve local businesses in emergency operations planning and response; and
- Integrate disaster recovery planning with economic development.

1.2. Target Audience

This guidance is intended for both public and private sector emergency managers at all levels within a given jurisdiction. This includes private sector organizations or entities that help plan and build

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[1] A P3 is any type of informal or formal cooperative arrangement between two or more organizations of private industry and the public sector for their mutual benefit that is designed to ensure the life safety, economic security and resilience of jurisdictions.

[2] For this guide, “jurisdiction” begins at the local level – a county, a city or a town or combination of jurisdictions such as a Council of Governments or Homeland Security Region. It applies to the private sector, as it is a critical part of a jurisdiction. The term also applies to a state, tribe or territory.

resilience, coordinate mitigation and plan and prepare for response and recovery within a jurisdiction. This guidance is intended for any jurisdiction or private entity's use.

1.3. Background

> "The private sector plays a vital role in emergency management and incident response and should be incorporated into all aspects of NIMS. Utilities, industries, corporations, businesses, and professional and trade associations typically are involved in critical aspects of emergency response and incident management."
>
> *National Incident Management System, 2017*

In 2020, America experienced record-breaking fires, hurricanes, floods and a pandemic, and these events stressed the ability of jurisdictions and the nation to respond and recover. During these incidents, the federal government relied on the Emergency Support Function (ESF) and Recovery Support Function (RSF) partnerships and FEMA's National Business Emergency Operation Center (NBEOC) to coordinate with the private sector regarding national response and recovery efforts.

The concept for establishing and integrating local P3s regionally was promoted in the 2013 National Infrastructure Protection Plan (NIPP). Jurisdictions can use P3s to improve critical infrastructure security and build resilience with relevant stakeholders. For local jurisdictions, this may include economic development districts, as many business and industry associations, alliances, coalitions and organizations operate at a sub-state regional level.

> "There is empirical evidence that regional Public Private Partnerships, built on private sector operational leadership approaches, can be a bridge to the public sector and give the private sector an equal role in the process."
>
> *2013 National Infrastructure Protection Plan (NIPP)*

In 2017, the National Emergency Management Association (NEMA) developed guidance for integrating the private sector into emergency management planning, preparation and operations.[3] The guidance highlighted the value of formal P3 programs and use of business emergency operations centers (BEOCs). Several states and other jurisdictions have implemented this guidance, which has significantly improved coordination among the private and public sectors.

In conjunction with the release of the 2019 National Response Framework (NRF), FEMA established a Cross-Sector Business and Infrastructure ESF, or ESF #14. It was created to facilitate cross-sector coordination and collaboration between business, critical infrastructure and government stakeholders (not aligned under other ESFs) to prevent or mitigate the potential of cascading failures

[3] See the NEMA Building Operational Public Private Partnerships Guide at https://www.uschamber.com/sites/default/files/nema_-_building_operational_ppp_guide_7_24_17.pdf.

across multiple sectors. In addition, the update to the NRF introduced the concept of community lifelines[4] to improve coordination and communication through a construct that is easily understood by both the private and public sectors. Many community lifelines are intertwined with the private sector for providing the economic foundation and social well-being of any jurisdiction. Private sector organizations provide the services and resources that can define the culture of a jurisdiction. Although local governments exhibited resilience adapting to and managing the risks and consequences of recent disasters, P3s optimize coordination and integration with the private sector.

Most recently, based on the Title VII authority in the Defense Production Act,[5] FEMA established a five-year voluntary agreement for Manufacture and Distribution of Critical Healthcare Resources Necessary to Respond to a Pandemic in August 2020. This agreement allows federal departments and agencies to engage with private sector partners to develop sector-specific plans of action for improved information sharing and coordination within supply chain networks for COVID-19 and future pandemics. The federal government can now plan for preparedness response activities with private sector partners and acquire and use real-time data to make important decisions.

In many ways the needs of public and private sector partners in a small county or a mid- to large-size city are the same prior to, during and after a disaster. Businesses, industries, community organizations and government agencies are interdependent for daily business operations. Their differences are not necessarily in what they need to achieve, but how they do so during an incident. The simplicity or complexity of collaborating with the private sector as it resumes normal business operations is often driven by the size of the jurisdiction, scope of the incident and strength of stakeholder relationships. Building P3s throughout the emergency management community facilitates life safety, economic security and community resilience.

Throughout this guide, four types of callout boxes identify key information:

Examples

Noteworthy Ideas

Questions to Consider

Additional Resources

[4] For more information on Community Lifelines, see https://www.fema.gov/emergency-managers/practitioners/lifelines.

[5] For information on the Defense Production Act, see https://www.fema.gov/disasters/defense-production-act/dpa-authorities.

2. Building Resilience through Private-Public Partnerships

> "…Government Emergency Managers can't do it alone…there are too many complex interconnected systems. Risk reduction is only possible through multidisciplinary collaboration between public safety, community development, economic development, engineering/infrastructure, and public health…inside and outside your jurisdiction. And then you need to involve businesses (owners of the majority of the infrastructure), non-profits (disaster relief experts), and citizens (the real 1st responders in an emergency) to capture the majority of players in this space."[6]
>
> *Justin Kates, "Resilient Nashua Initiative"*

Collectively, communities can truly understand and assess their needs and determine the best ways to organize and strengthen their assets, capacities and interests to ensure that individuals, families and organizations are safe, secure and resilient.

2.1. Types of P3s

Different types of P3s serve various purposes. Each type of P3 meets the specific purpose and need of the entities that establish the partnership. Some P3s are essentially as this guide describes, but some differ based on their focus. The focus of the P3s in this guide is emergency management, and this guide defines P3s as follows:

> A P3 for emergency management is any type of informal or formal cooperative arrangement between two or more organizations of private industry and the public sector for their mutual benefit that is designed to ensure the life safety, economic security and resilience of jurisdictions.

The simplicity or complexity of collaborating with the private sector is often driven by the size of the jurisdiction, the risk involved and the strength of stakeholder relationships. In many ways the needs of public and private sector partners in a small county or a mid- to large-size city are the same prior to, during and after a disaster. For a jurisdiction, the ultimate focus are its residents.

For this guide the use of "private-public partnership" was a deliberate decision to signify a difference from most other P3s, which use "public-private partnerships." A public-private partnership has limited benefits for the private partner, but engaging in a public-private partnership has many benefits for a local government, but also has many risks. Often a finance-based public-private

[6] Kates, Justin. Update #5 of "Resilient Nashua Initiative" at https://courbanize.com/projects/resilientnashua/updates/27009.

partnership is used during disaster recovery. Choosing a correct contract model for a finance-based public-private partnerships for complex scopes of work is critical.

Resources for Finance-Based Public-Private Partnerships

The Mossavar-Rahmani Center for Business and Government at Harvard University provides publicly available decision tools on technical risk, cost of capital, legislative and political consideration at www.P3Guide.com.

2.2. Resilient Households

Individual households are the building blocks of the complex network that makes up a community. The resilience of households directly impacts the resilience of a jurisdiction.

As Figure 1 shows, the needs of households drive the daily business operations of the community – they require and consume food, water, pharmaceuticals, medical goods, power, fuel and other services. Businesses, industries, community organizations and government agencies form an interdependent network supporting the jurisdiction's households. Deliberate partnership between the private and public elements of that network can help keep households resilient – which in turn increases the resilience of the jurisdiction.

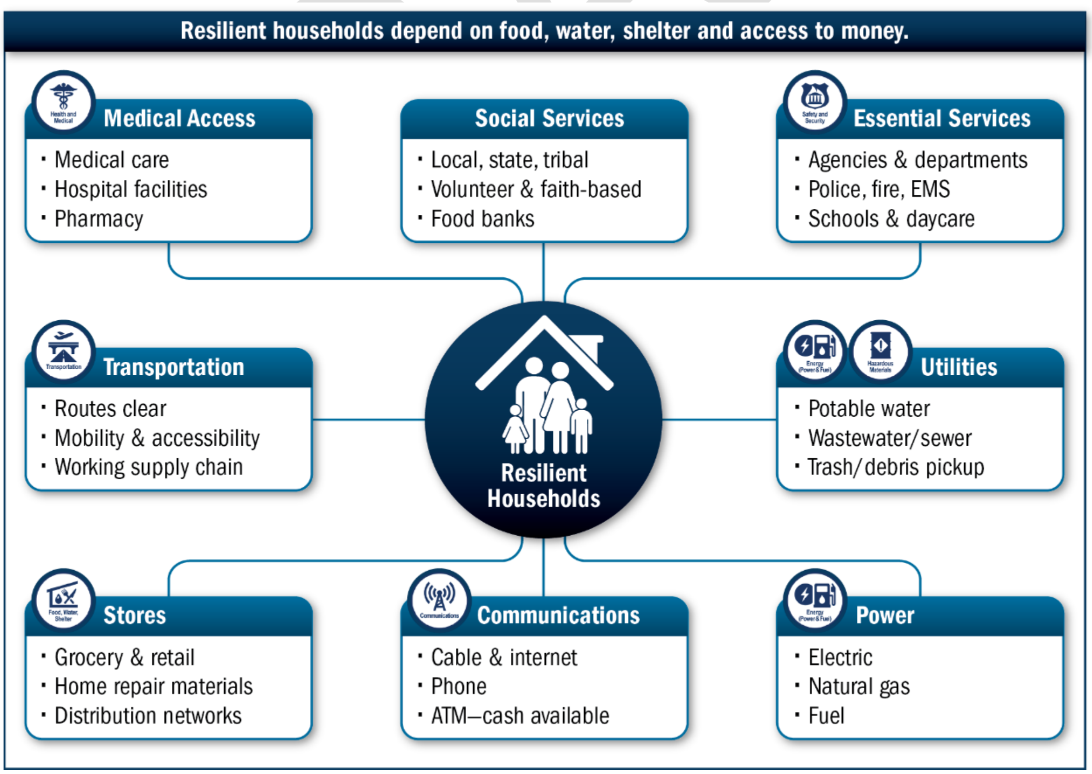

Figure 1: The Need for Building Jurisdiction Resilience

Building P3s throughout the emergency management community facilitates life safety, economic security and community resilience. A P3 can help to build a resilient jurisdiction for the families in a jurisdiction.[7]

Resilience Based on Recovery: King County[8]

Over a two-year planning process, government and other leaders in King County, Washington, followed a comprehensive strategy to develop a sub-state regional recovery plan. The Resilient King County planning team adapted the RSFs to develop their five critical sectors for the county. King County used recovery planning to improve resilience for future disasters and to quickly restore the economy and social quality of life:

- Lifeline Infrastructure: Utilities, Communication, Transportation
- Building Stock: Housing, Commercial and Industrial, Public, Community Development
- Banking, Retail and Wholesale, Real Estate and Construction, Manufacturing
- Health and Social Services: Medical Care, Mental Health, Government Programs, Security
- Natural and Cultural Resources: Historic Places, Ecosystems, Environmental Planning, Food and Farming, Sense of Place

2.3. Outcomes of P3s

A P3 should promote and measure outcomes that clearly demonstrate mutual benefits and value to its community. Many private and public sector organizations are well positioned to improve outcomes that provide basic individual and family resilience needs, business viability and continuity of operations. Some example outcomes include:

- Shorter periods of disruption following a disaster;
- Efficient delivery of lifesaving & life-sustaining services;
- More resilient community lifelines, critical infrastructure and supply chains;
- Stronger jurisdictional core capabilities;
- Inclusion and equity in jurisdictional resilience and disaster response efforts;
- Individual loss avoidance, such as lives, livelihoods, or property;
- Economic loss avoidance, such as business sales, investment, or tax losses;
- Improved community health and safety;

[7] See Appendix F for sample qualitative and quantitative targets for building resilience.

[8] See “Resilient King County” at https://www.kingcounty.gov/~/media/safety/prepare/documents/SpecialEvents/CEOSummit_Resiliency/ResilientKCWhitePaper_Jan2014.ashx.

- Lower jurisdiction insurance premiums and taxes; and
- New opportunities to create economic activity.

The ability to tangibly and defensibly achieve these outcomes helps a P3 secure sustained buy-in and leadership support.

3. Private-Public Partnership (P3) Process

This section defines the process to develop and mature a P3 and provides guidance and tools to help implement the process.

The organizers of a P3 shape the nature of the partnership:

- Who is involved;
- What the governance structure looks like;
- Where the P3 is physically and/or virtually located;
- When a P3 is convened; and
- How the P3 will operate and perform key activities.

The activities of a P3 vary with its level of program maturity. Initially, basic-level P3s often specialize in convening cross-sector discussions and sharing information. More advanced-level P3s engage in additional activities, including:

- Resilience-building efforts;
- Economic development; and
- Operational integration with local, state and national stakeholders before, during and after a disaster.

Figure 2 provides program maturity indicators to help P3 organizers plan and assess their partnership's development.

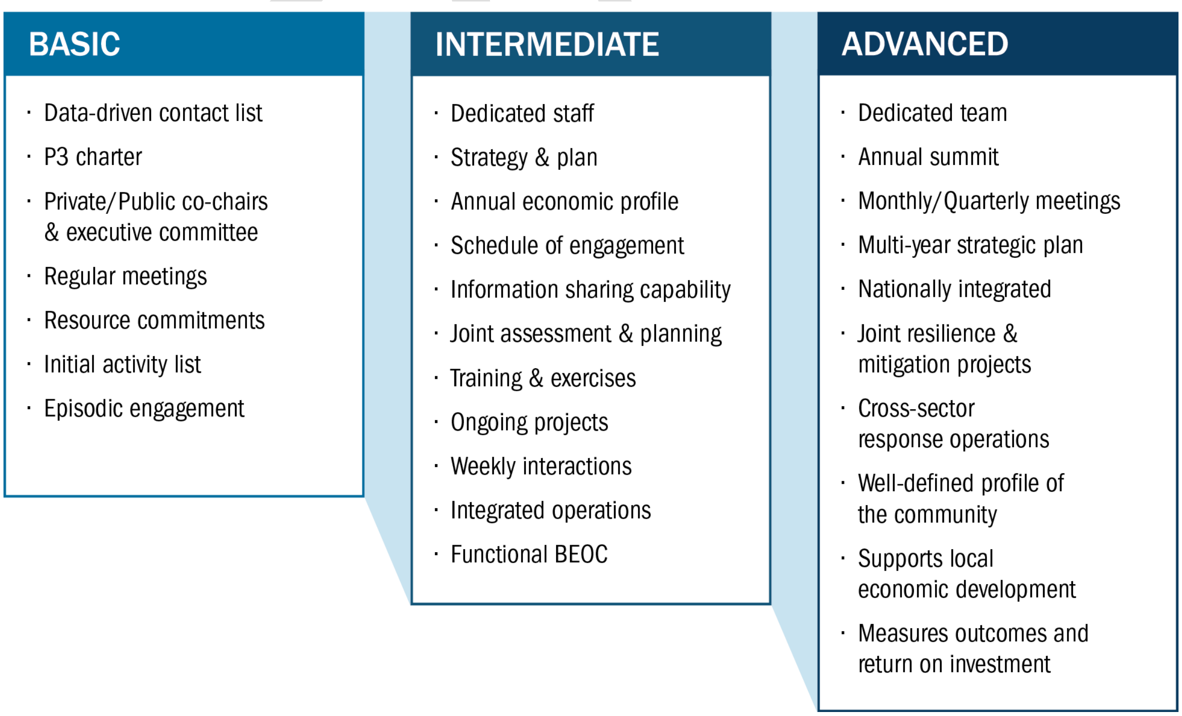

Figure 2: Program Maturity Model

A P3's development follows four phases, and each phase has typical activities to build or strengthen the partnership and its value to the jurisdiction (Figure 3). The following sections detail these typical activities and provide guidance and considerations for each.

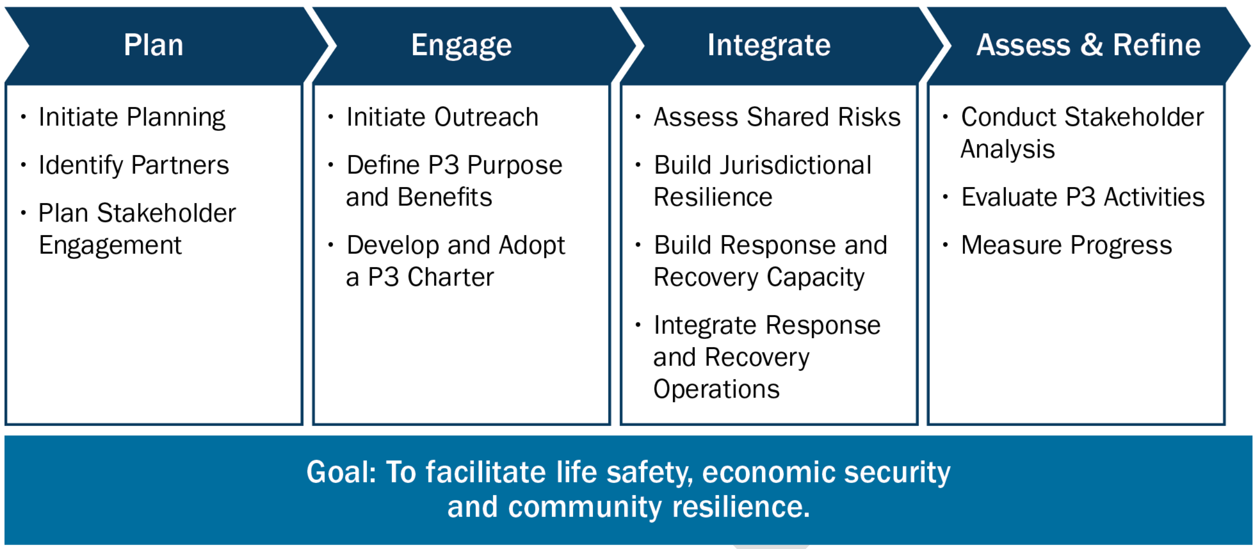

Figure 3: The Four Phases of a P3

3.1. Plan

Figure 4: Plan Activities

3.1.1. INITIATE PLANNING

The optimal time to initiate the P3 process is during "blue-sky" periods prior to an event, as opposed to trying to establish relationships in the midst of a response.

Leadership, relationships and mission are the ingredients of a successful P3. A P3 requires visibility and joint commitment of leadership, including resource support, from multiple organizations. To obtain the required resources to sustain a P3 requires a defensible business case, value proposition and defined benefits. The P3's organizers may develop these early on and refine them with the P3 participants.

Organizers should determine whether a P3 is strategic, responsive or both. Some P3s focus on ongoing resilience-oriented activities, while others focus on urgent disaster-oriented operational activities.[9] The context for engagement may take many forms, including informal cooperation, advisory boards, task forces, BEOCs and projects to mitigate and adapt infrastructure. Over time, jurisdictions can build on existing partnerships and modify one type of a P3 to fulfill other functions.

Regardless of the nature of the partnership, planning is needed. To initiate P3 planning, organizers should use a startup checklist and begin developing a business plan. A best practice is to identify an initial committed core of participants and then jointly formalize the partnership.

- **A startup checklist** helps identify and tailor the activities needed, depending on the specific situation, and helps identify existing P3 elements to build on or provide a comprehensive path forward. Appendix A has an example of a P3 startup checklist that provides planning, engagement, integration and assessment guidance.

- **A business plan** articulates the necessary administrative, legal, financial and organizational elements to initiate a P3. Section 3.2.2 has some model language and considerations for P3 business plans.

3.1.2. IDENTIFY PARTNERS

A diverse membership maximizes the benefits shared by the participants and the community. P3 organizers should consider both traditional and nontraditional partners to ensure a diverse and inclusive representation. Actual engagement of partners will be limited by the scope of the P3, available resources and stakeholder interest.

To know which stakeholders to include, obtain a comprehensive list of potential partners. This process could include building a jurisdictional economic profile to identify these key stakeholders.[10] This approach solidly grounds partner identification in relevant data and helps include representation from all the formal and informal business and industries in the community.

A jurisdiction's economic profile should list industries and businesses and may be segmented by community lifeline, critical infrastructure, supply chain or other interest groups. The profile provides essential situational awareness regarding who is in the community. Organizers of P3s should also identify existing business alliances, affinity groups and organizational structures to develop and maintain contact lists, facilitate outreach and inform initial activities and lines of effort.

[9] Abou-bakr, Ami J. "Managing Disasters through Public-Private Partnerships." Georgetown University Press, Washington, DC. 2013.

[10] See Appendix B for additional information on developing economic profiles.

Elements of a Social and Economic Profile of the Community

- Jurisdiction demographic information;
- List of top industries and businesses;
- List of natural, social, built and economic environment risks and vulnerabilities;
- List of businesses by community lifeline and/or critical infrastructure sector;
- Identification of community supply chain dependencies; and
- Stakeholder map and communication plan.

3.1.3. PLAN STAKEHOLDER ENGAGEMENT

Based on the economic profile, P3 organizers should establish an initial approach for stakeholder engagement and outreach to identify interested stakeholders. Organizers should create designated methods of communications, such as:

- A P3 coordination email (e.g., Your_P3@yourdomain);
- A web conference platform for use to facilitate meetings;
- Information exchange platform(s) that all partners can use to share and store information[11, 12]; and
- Email distribution lists based on the jurisdictional profile information, with points of contact.

3.2. Engage

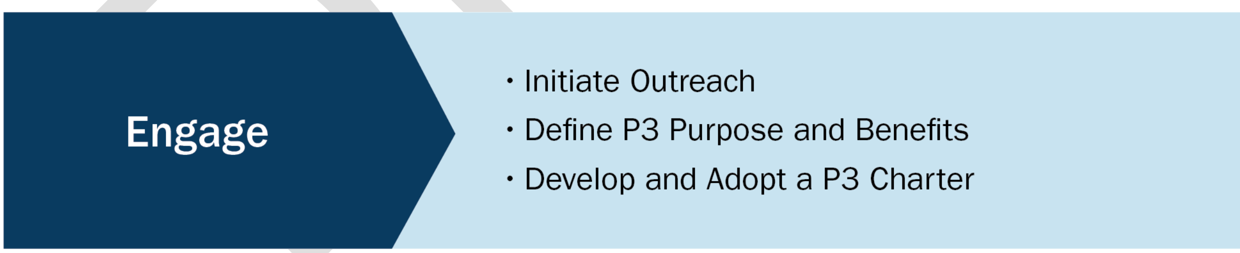

Figure 5: Engage Activities

[11] Examples of common information exchange platforms include Microsoft Teams, WebEOC, Adobe Connect, Slack, Zoom, ArcGIS, HSIN and MAX.gov (interagency).

[12] This document contains references to non-federal resources. Linking to such sources does not constitute an endorsement by FEMA, the Department of Homeland Security or any of its employees.

3.2.1. INITIATE OUTREACH

When P3 organizers have completed the tasks identified in the Plan section, initial outreach should focus on building relationships and establishing partnerships. Leverage existing business alliances, affinity groups and organizational structures, as well as issuing a broad and inclusive invitation to participate to those identified in the economic profile.

Potential Outreach Focal Points

- Local businesses (large and small) and industry representatives;
- Owners and operators of community lifelines, critical infrastructure and supply chains;
- Local economic development districts;
- Jurisdictional government representatives;
- Chambers of commerce and business councils;
- Industry and trade associations;
- Nonprofit volunteer and civic organizations;
- Jurisdictional emergency responders;[13]
- Local emergency planning committees (LEPCs);
- Schools and universities; and
- Local media.

This initial outreach identifies interested and willing participants, who often become the core group to foster a resilience-oriented and/or disaster-oriented P3. The initial group should discuss shared risk, purpose and potential benefits of collaboration.[14] Stakeholder discussions will inform the type of partnership and level of formality needed.

Organizers of a P3 should define the format of initial stakeholder meetings based on the purpose, goals and objectives of each meeting. For example, meetings can focus on topical discussions (such as briefings from VIPs, briefing on the community risk profile) or strategic and administrative discussions about the mechanics of the partnership (such as defining the purpose and objectives).

Regardless of the formality of the partnership, P3 organizers should consider the activities detailed in the following subsections as they define their purpose, benefits and structure.

[13] See https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf for more information.

[14] Abou-bakr. 2013.

3.2.2. DEFINE P3 PURPOSE AND BENEFITS

Defining the purpose and benefits of a P3 is an iterative process. It begins in the planning phase but requires broader engagement and stakeholder participation to make it final. To jointly define the purpose and benefits, P3 organizers should work with the group of initial stakeholders to ensure buy-in and optimize the potential for sustained involvement.

- A **business case** articulates the reasoning to initiate a P3;
- The **value proposition** convinces participants why the P3 effort is worthwhile; and
- The **benefits** and **member opportunities** describe the advantages gained by participating in a P3.

> "No jurisdiction or Federal agency has all the staff and resources it will need to respond to a catastrophic incident. As a Nation, closer partnerships with the private sector are crucial in providing commodities and support to survivors."
>
> *FEMA After-Action Report, 2017 Hurricane Season*

A P3 concept needs the support of the participating organizations' leaders to sustain the partnership. Developing a P3 needs to be a priority for each organization. The business case is an instrument to obtain this mutual support. The following model language provides a sample business case, value proposition, benefits and member opportunities.

Business Case

- The Challenge: No jurisdiction or industry by itself has the staff and resources needed to build resilience or respond to a catastrophic incident.
- The Need: To coordinate interests and resources of private and public sector before, during and after disasters.
- The Solution: A repeatable engagement process and tools that systematically yields resilience dividends for private industry, states, localities, tribes and territories.

Value Proposition

- Strategic Coordination: Using social and economic profile data to understand the business and industry footprint in a community enables outreach and coordination between local, regional, national and global stakeholders.
- Community Resilience: A P3 fosters a sense of shared risk to help local economies build more resiliently, respond more precisely and recover more quickly and efficiently.
- Maximize Benefits: An effective P3 will facilitate trust, information sharing and cooperation that may reduce economic activity losses and positively influence public and private investments toward resilience and mitigation.

Benefits of P3s

- Effective public and private resource management
- Higher-quality and timely services by the private and public sectors
- Reduced complexity and increased returns on investment from that of inherently governmental solutions
- Trusted communications channels to industries, employees and their families
- Better and more realistic planning, training and exercises through joint risk assessments
- Creative private-sector financing options for permanent reconstruction
- Lower cost of response and potentially lower taxes due to increased mitigation and resilience

Opportunities for P3 Members:

- Communicate and exchange information more freely in a trusted environment
- Interact with cross-sector stakeholders to solve complex problems
- Participate in official disaster response and recovery operations in a structured way that ensures normal business operations resume as quickly as possible

3.2.3. DEVELOP AND ADOPT A P3 CHARTER

The cornerstone of a sustainable P3 is a charter that formalizes the terms of engagement, transitions the individual relationships and informal cooperation to an institutional partnership and defines the legal foundation and governance structure.

A P3 exists in the context of relationships, and many P3s have experienced initial success because a dynamic individual coordinated the initial engagement but failed when that leader moved on.[15] A charter mitigates that risk converting relationship into formal partnerships.

Consider the following core elements in developing a charter:[16]

Mission and Scope

Clearly articulate the mission and scope of the P3. This should include the purpose for the existence of the P3 and its approach to achieve the mission.

[15] Abou-bakr. 2013.

[16] Appendix C provides a basic P3 charter template.

Purpose, Goals and Benefits

Clearly articulate the purpose, goals and benefits, as described in Section 3.2.2. Define the goals of the partnership in specific and measurable terms.

Key Stakeholders

Define an executive committee comprised of government leaders, emergency responders, private sector managers, owners and influential leaders. The executive committee should be co-chaired by at least one private and one public sector representative. The executive committee has ultimate responsibility for directing the activities of the P3, ensuring it is well run and able to achieve desired outcomes. This can increase the longevity of a P3.

The charter should also include initial list and description of members, participants and sub-groups focused on a particular task.

Formal Membership Agreement

The charter should clearly define membership, including roles, responsibilities and benefits. In addition, once a charter has been adopted and signed, consider developing a formal membership agreement that defines the terms of engagement.[17] Each new member organization should sign the membership agreement to acknowledge the terms of engagement.

Members will have certain access, privileges and benefits on a steady-state basis, as defined by the Executive Committee. Some stakeholder organizations interested in participating in the P3 may not elect to become members but may collaborate on an episodic or one-off basis. As relationships evolve and mature, P3s should aim to formalize partnerships required for both steady-state and episodic engagement to ensure sustainability.

Financial Considerations

P3 organizers should determine what forms of capital are required to establish and maintain the P3. The P3 leadership should collaborate with financial advisors who can help develop a sustainment plan that leverages government grant programs and private industry contributions to fund P3 activities. Financial capital may include, but is not limited to, operational funding streams; grants from federal, state or philanthropic organizations; private investment; and catastrophic bonds.

Larger, complex P3s may want to pursue funding for a dedicated P3 program coordinator.[18]

[17] See Appendix D for a sample membership agreement.

[18] See Appendix E for a sample P3 program coordinator position description.

Legal and Ethical Considerations

Participants should obtain legal and ethical guidance and rules of engagement around key activities, including but not limited to:

- Decision making authorities;
- Information sharing;
- Resource offers and requests;
- Antitrust compliance (covering activities with competitors); and
- Procurement conflicts of interest.

Case Study: Chicago's Public-Private Task Force Charter

The City of Chicago, Illinois, developed a Public-Private Task Force (CPPTF) Charter that includes a defined mission, scope, membership, participant list, chairperson and member responsibilities and a signatory page. The CPPTF meets monthly, operates under the leadership of two co-chairs (one private, one public) and has clearly defined benefits, including targeted communications, networking opportunities, tangible projects and cross-sector efforts. Cross-sector engagement opportunities include a Business Recovery Access Program (BRAP),[19] a central business district evacuation/shelter planning effort, joint cross-sector drills and exercises and coordination of large-scale special events.

3.3. Integrate

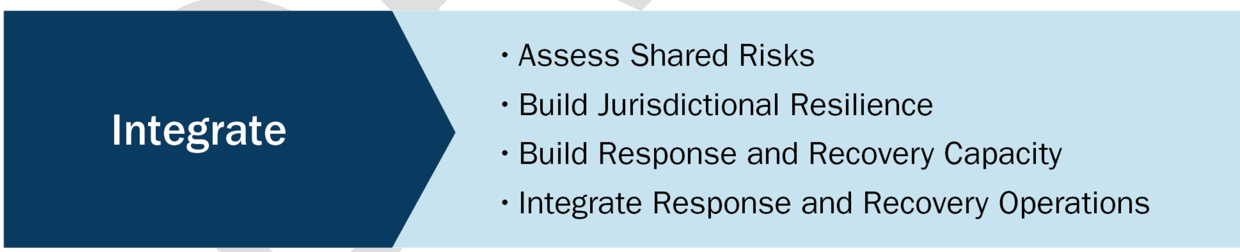

Figure 6: Integrate Activities

3.3.1. ASSESS SHARED RISKS

A P3 should develop common resilience and disaster operations objectives based on an assessment of shared disaster risk exposure. Jurisdictions should leverage existing tools and resources, including but not limited to the Resilience Assessment Planning Tool (RAPT).[20] The assessment should

[19] BRAP is overseen by the Chicago Office of Emergency Management and facilitates private sector access to disaster sites via a citywide credentialing system that links critical personnel to their facilities and worksites.

[20] RAPT is accessible at https://www.fema.gov/emergency-managers/practitioners/resilience-analysis-and-planning-tool.

consider five environments (natural, social, built, economic and cyber) and consider different types and kinds of disruptions.

Environmental Risk & Vulnerability Assessments: Questions to Consider

Understanding shared risk and vulnerability drives cooperation.

Have you considered the following risks and vulnerabilities when discussing threat and hazard identification?

- **Natural** – hazards, intensity, probability, vulnerability, location, terrain
- **Social** – demographics, population vulnerability, community health, movement of people
- **Built** – residential, commercial, government and critical infrastructure
- **Economic** – business and industry profile, supply chains, consumer demand, business operations status
- **Cyber** – infrastructure, policies, information security

Have you analyzed risks and vulnerabilities applicable to your jurisdiction through the lens of community lifelines, critical infrastructure, industry or market segment?

The insights obtained during the assessment process inform various preparedness activities, including developing or updating plans, community resilience strategies, mitigation projects, operational training and exercises. When possible, P3 stakeholders should coordinate their individual organizational and business continuity plans and participate in community, state or regional assessment and planning processes. The P3 organizers should ask government points of contact in their jurisdiction to facilitate private sector participation in existing assessment processes, as applicable.

3.3.2. BUILD JURISDICTIONAL RESILIENCE

> Resilience includes the ability to withstand and recover rapidly from deliberate attacks, accidents, natural disasters, as well as unconventional stresses, shocks, and threats to our economy and democratic system.
>
> *2017 U.S. National Security Strategy*

Jurisdictions are required to develop and maintain numerous plans, ranging from economic development to emergency response. A P3 can facilitate integrated joint planning for building resilience through its members' active participation in developing or updating jurisdictional plans. A resilience-focused P3:

- Helps develop or leverage the jurisdiction’s existing resilience strategy[21] and action plan using a whole community approach.
- Provides an excellent convening mechanism to facilitate dialogue and represent jurisdictional interests in a broader resilience strategy and planning context. This should include specific jurisdiction goals informed by different perspectives, such as business and industry risk; community lifeline dependencies; political directives; economic forecasts; economic development strategies; and local budgets.
- Helps establish or validate jurisdictional resiliency targets.

Case Study: Resilient Nashua Initiative

In 2017 the Nashua LEPC, through a revised extension of its charter, took on a new responsibility to lead the Resilient Nashua Initiative in Nashua, New Hampshire.[22] The Resilient Nashua Initiative conducted the five-year update to the hazard mitigation plan for the city while also incorporating pre-disaster recovery planning and adaptation strategies.

Through this process, businesses and other organizations identified the priority restoration targets (important social institutions and businesses) and their desired times to restoration after a disaster. This input was used to develop mitigation strategies to protect these businesses and services from natural and human-caused hazards. Over a series of 10 meetings throughout 2018, businesses participated in emergency planning efforts and contributed to the city’s recovery plans. Most importantly, the prioritized business and infrastructure lists informed utility providers participating in the Initiative through a consensus-based approach. The result was an updated hazard mitigation plan for Nashua and the formation of new partnerships between the city and local businesses.

The following subsections discuss ways in which P3s can build jurisdictional resilience.

Community Lifelines, Supply Chain and Economic Resilience

Community lifelines provide the essential services and economic activity that all communities rely on to maintain their health and well-being, including access to jobs and livelihoods. Strong and resilient community lifelines are a critical link between disaster response efforts and community recovery

[21] See the NIST Community Resilience Planning Guide for Buildings and Infrastructure Systems for additional guidance at https://www.nist.gov/topics/community-resilience/planning-guide.

[22] For more information on the Resilient Nashua Initiative, see https://www.livablenashua.org/category/resilient-nashua-initative.

activities.[23] However, resilient community lifelines and their associated supply chains depend on public and private sector cooperation, along with effective use of P3s.

The private sector owns and operates most of the nation's critical infrastructure and supply chains that enable life safety and economic security.[24] A P3 can build resilience by developing accessibility standards and stabilization targets for its jurisdiction and contributing to efforts that keep community lifelines and supply chains operational. Substantial investment in community lifeline and supply chain resilience will save a jurisdiction significant social and economic disruption following a disaster.

Connecting Emergency Management and Economic Development

A P3 provides an excellent opportunity to harmonize the interests of emergency management and local economic development. This alignment occurs naturally through the activities involved in establishing the P3: building on or establishing partnership(s), obtaining an economic and social profile of the jurisdiction, aligning organizational strategies toward jurisdictional resilience priorities, prioritizing investments for shared outcomes and measuring progress.

For example, FEMA's Building Resilient Infrastructure and Communities (BRIC) program provides a strategic opportunity for government and industry to collaborate.[25] Local governments identify targets for community mitigation in partnership with the private sector and engage the private sector in mitigation, adaptation and resilience projects to strengthen critical infrastructure, community lifelines and other important venues and supply chains. Local mitigation planning committees provide another venue for private and public sector organizations to discuss natural hazard mitigation plans, local risks and mitigation projects.

Case Study: Missouri Partnerships

In Missouri, unprecedented partnership took place between emergency managers and the economic development districts and local leaders in 83 of 114 counties that received a Major Disaster Declaration (DR-4451) in 2019 (Figure 7). Together, P3 partners assessed the economic impacts of major flooding to the local economy, infrastructure and workforce.[26]

[23] See the Community Lifelines Implementation Toolkit 2.0 for additional guidance at https://www.fema.gov/sites/default/files/2020-05/CommunityLifelinesToolkit2.0v2.pdf.

[24] See the Supply Chain Resilience Guide for additional guidance at https://www.fema.gov/sites/default/files/2020-07/supply-chain-resilience-guide.pdf.

[25] For more information on the BRIC program, see https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities.

[26] For more information, see https://www.eda.gov/success-stories/disaster/stories/mo-businesses.htm.

This effort included significant support and leadership from the Missouri Department of Economic Development and a newly established Economic RSF. The partnership facilitated the resumption of business activity and creation of new economic activity.

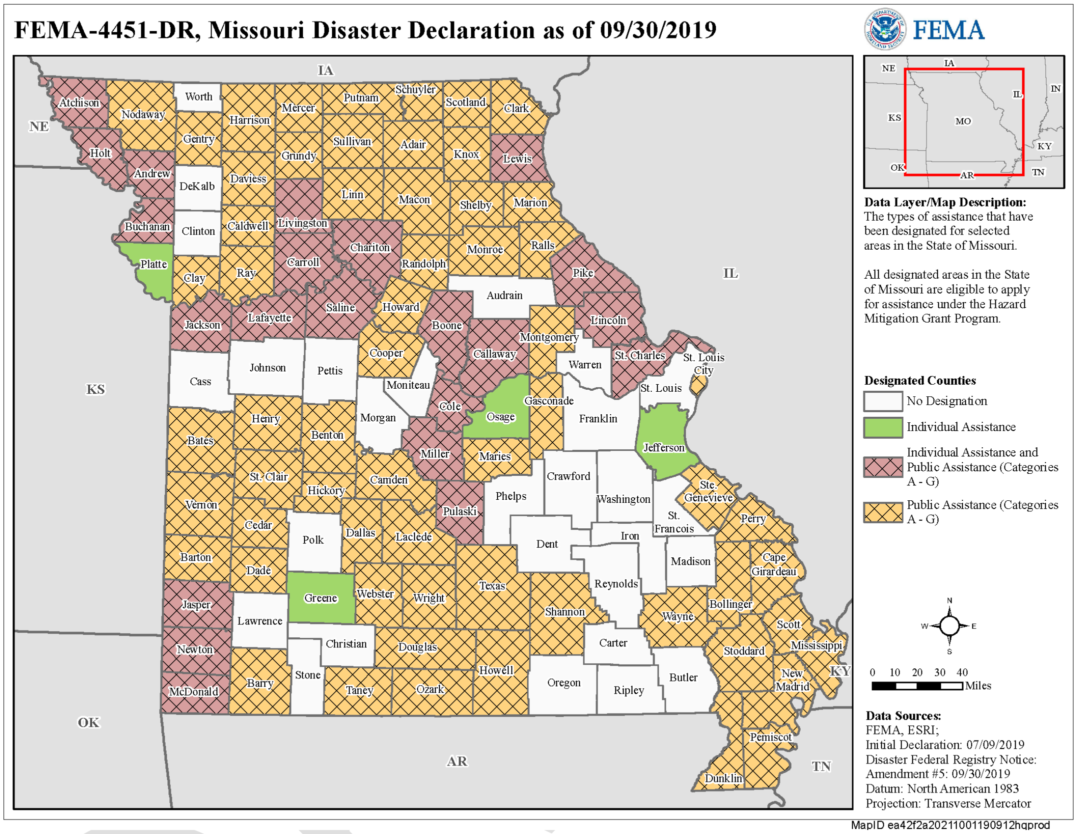

Figure 7: Counties in the Missouri Disaster Declaration of 2019[27]

Jurisdictions can maximize post-disaster resilience investments through pre-disaster efforts such as engaging executive leadership and aligning external sources of investment (public assistance, community development block grants and other local economic development incentives) with recovery outcomes that increase resilience. Existing plans, such as a master plan,[28] comprehensive economic development strategy, hazard mitigation plan or a pre-disaster recovery plan, should inform priorities to avoid any unintended negative consequences, such as exacerbating inequities that previously existed.

By building resilience prior to a disaster, jurisdictions increase the stability and security of their economies. Through investing in resilience, jurisdictions can become more attractive and marketable

[27] Source: https://gis.fema.gov/maps/dec_4451.pdf.

[28] Some jurisdictions refer to a master plan as a comprehensive plan or a general plan.

for economic investment and development than more vulnerable jurisdictions.[29] For example, private real-estate investors are increasingly making decisions based upon economic, geopolitical and environmental resilience factors.[30] The insurance industry values resilience as potential cost avoidance. Investments in building resilience have the potential to reduce both potential payouts and recovery time.[31] By investing in P3 projects that are economical and meet resilience goals, jurisdictions can integrate risk management, disaster management and community development planning efforts.

Strengthen Jurisdictional Resilience Capacities and Capabilities

A P3 is more than the sum of its parts. Working together, jurisdictions increase collective capacity and capabilities[32] and, in doing so, become more resilient, especially in the context of pre-disaster mitigation. Before a disaster is the best time to implement resilience strategies and action plans. Through integrating mitigation and pre-disaster planning for response and recovery, a jurisdiction can reduce vulnerabilities and increase resilience.[33]

Managing Risk through Mitigation Indicators

Efforts taken by a P3 that improve the collective ability and capacity to manage risk and disasters will realize a resilience dividend.[34] According to the National Institute of Building Sciences 2019 Mitigation Saves Report, for every federal grant dollar spent in upfront mitigation costs, the public will save six dollars.[35]

[29] Rodin, J. "The Resilience Dividend: Being Strong in a World Where Things Go Wrong." Public Affairs, New York. 2014.

[30] World Economic Forum. "Cities must show 'economic resilience' to attract investment in real estate." January 2020. https://www.weforum.org/agenda/2020/01/still-building-top-30-markets-for-real-estate/.

[31] See "The Role of Insurance in Promoting Resilience" at http://www.brinknews.com/the-role-of-insurance-in-promoting-resilience/.

[32] Core capability development sheets are available at https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities/development-sheets.

[33] FEMA's Pre-Disaster Recovery Planning Guides provide useful resources for this activity; see https://www.fema.gov/emergency-managers/national-preparedness/plan#pre-disaster.

[34] Rodin. 2014.

[35] National Institute of Building Sciences. "Natural Hazard Mitigation Saves: 2019 Report." https://www.nibs.org/page/mitigationsaves.

Considering Community Health

Resilient jurisdictions develop resources to mitigate health risks and protect the community during disasters.[36] Community health is foundational to a jurisdiction's resilience, and individuals and family healthy lifestyles are key to the overall resilience of a jurisdiction.

A P3 should seek to prevent or mitigate stressors on individual and community health caused by a disaster by strengthening social networks and connections, improving social cohesion and fostering an environment of diversity and inclusion in the community it serves.

Plan for and measure jurisdictional resilience by:

- Developing mitigation core capabilities[37] such as long-term vulnerability reduction, risk and disaster resilience assessment or threats and hazards identification;
- Using a list of jurisdiction mitigation priorities and progress indicators;
- Prioritizing core capabilities that require private sector involvement (for example, this may include Supply Chain Integrity and Security, Cybersecurity, Mass Care Services, Housing, and Economic Recovery);
- Considering the RAPT[38] as a starting point (Section 3.3.1); and
- Requesting support from the National Council of Information Sharing and Analysis Center (ISACs), which helps jurisdictions reduce cyber risks and build resilience.

Input from P3s helps jurisdictions tailor targets to specific situations and community needs.

[36] Centers for Disease Control and Prevention, State and Local Readiness. "Public Health Emergency Preparedness (PHEP) Cooperative Agreement." https://www.cdc.gov/cpr/readiness/phep.htm.

[37] For more information, see https://www.fema.gov/media-library-data/1575301594612-07bf5dcfaef6482c8597643cc967d44d/CCDS_Mitigation_508.pdf.

[38] Information on the RAPT is available at https://www.fema.gov/emergency-managers/practitioners/resilience-analysis-and-planning-tool.

Establishing Measurable Targets[39]

Managing risk and disasters is only effective if clear and measurable objectives, outcomes and resilience targets are in place (see Appendix F). These targets inform pre-disaster mitigation as well as response and recovery coordination during and beyond a disaster.

Develop Jurisdiction Resilience Targets

- **Step 1 – Leverage a Jurisdictional Profile** – Develop a social and economic profile to understand who needs to be considered and represented; which community lifelines and supply chains are locally vs. externally sourced; and the overall risk and hazard vulnerability of the community.
- **Step 2 – Identify Mitigation Targets** – Define mitigation strategy, metrics and projects that will substantially reduce risk to the natural, social, economic, built and cyber environments in the jurisdiction.
- **Step 3 – Identify Operational Targets** – Define critical path operational priorities and core capabilities following a disaster and define quantitative and qualitative stabilization targets for community lifelines, supply chains and the economy.
- **Step 4 – Obtain Appropriate Approval** – Develop a concise presentation that includes the jurisdictional profile and mitigation and operational stabilization targets and then secure approval and funding using local, state, federal or private resources.

3.3.3. BUILD RESPONSE AND RECOVERY CAPACITY

Strategic use of P3s can facilitate joint integrated planning with private sector stakeholders, especially those responsible for critical essential services or community lifelines, to enable successful response and recovery activities. In many cases, joint planning may involve developing an emergency operations plan (EOP) annex to integrate elements of the private or public sector, as appropriate. Successfully implementing the EOP is more likely if it integrates the jurisdiction's continuity plans and considers the P3 members' business continuity plans.

Jurisdictions should integrate their preparedness goals and resilience targets when developing response and pre-disaster recovery plans or post-disaster recovery strategies. A P3 offers an ideal forum to recognize interdependencies among potential impacts; identify and resolve potential conflicts; and develop or validate planning assumptions.

In addition to focusing on steady-state resilience building activities, a P3 can also help the jurisdiction build capacity to respond to and recover from disasters. These P3s should participate in

[39] For additional guidance, see the FEMA Incident Stabilization Guide (November 2019 Operational Draft) at https://www.fema.gov/media-library-data/1576779438545-484372199671c0822a53a7ee9f4ffc2b/IncidentStabilizationGuide.pdf.

preparatory activities for response and recovery, such as planning, training and exercises, providing vital private sector inputs to emergency and disaster response and recovery plans.

Establishing a BEOC

During disaster response, states may activate a BEOC to serve as a physical and virtual communications and operational hub for business and emergency partners.[40] A BEOC provides a jurisdiction and P3 participants with an operational framework for response and recovery coordination and engagement. Some P3s at higher levels of maturity may work with their jurisdictions to integrate the private sector into government emergency operations centers (EOCs) or establish a virtual or physical BEOC that facilitates information sharing, coordination and collaboration.[41]

A BEOC offers a consistent integration point for private and public partners to coordinate response and recovery operations. BEOC processes and information technologies support shared operational outcomes for mitigation, response and recovery actions and facilitate remote coordination and assistance; information sharing and data analysis; community lifeline, supply chain and market stabilization; community health mitigation; economic response coordination; joint planning; and economic and community recovery.

A P3 that decides to establish a BEOC should consider the following activities.

- Determine the leadership of the BEOC – public sector, private sector, consortium, or a hybrid;
- Develop the mission, goals and objectives;
- Develop a concept of operations;
- Develop standard operating procedures and guidance;
- Identify the information technologies used to convene, manage and share information;
- Plan to provide access, credentials, security, equipment, systems and hardware as needed; and
- Plan to establish working groups and task forces to address issues and tasks.

[40] See "BEOC Quick Start Guidance for COVID-19 Response and Recovery" at https://www.fema.gov/sites/default/files/2020-07/beoc-fact-sheet.pdf.

[41] During large-scale emergencies requiring the activation of the National Response Coordination Center (NRCC), FEMA's Office of Business, Industry and Infrastructure Integration (OB3I) activates the National BEOC (NBEOC) in direct support of the incident. For additional information on NBEOC operations, email nbeoc@max.gov for a copy of FEMA's "Business, Industry, and Infrastructure Guide."

In addition, establishing a physical BEOC requires the P3 to:

- Identify a facility, such as a university, EOC, continuity center, corporate venue, or hybrid; and
- Develop staffing and seating charts and shift schedules.

Elements in the Build Response and Recovery Capacity section of Appendix A provide additional detail.

Joint Training and Exercises

Once a joint plan has been established, P3 participants should help socialize, test and refine that plan by engaging in joint training and exercises. These activities can include virtual and in-person training and exercises for all hazard types, including natural disasters (such as fires, floods, hurricanes and earthquakes), public health emergencies (such as epidemics or a pandemic) or terrorist attacks.

Existing training and exercise opportunities hosted by members of the community offer opportunities to develop, test and refine P3 operations. Joint training and exercises should be comprehensive yet succinct to ensure maximum participation from private sector participants, especially those with resource constraints.[42] Training and exercises should also test and evaluate common operational processes and information technologies that support shared operational outcomes for response and recovery actions.

Higher-maturity level P3s should identify instructional and operational training needs, requirements and objectives. Using this information, P3s can establish a training cycle, schedule and content delivery strategy. For each virtual or in-person joint training event, P3s should seek to develop training instructor and participant materials, including evaluation materials that can be used to review progress.

A P3 should also seek to conduct and/or participate in existing virtual and in-person exercises and incident-specific simulations. The P3 exercise approach should also include a plan for the exercise cycle, schedule and delivery strategy. Exercises may include tabletop, functional and/or full-scale exercises. Each exercise should include development of materials for facilitators, evaluators, participants and observers. During and after each exercise is conducted, evaluation should commence and P3s should formally seek to develop and share after-action reports and improvement plans to participants and stakeholders. These efforts make the P3 ready to respond to real-world operations and provide it with knowledge about limiting factors, gaps and shortcomings in advance of an incident.

[42] The FEMA Preparedness Toolkit, Exercise Starter Kit and Cyber Ready Community Game are available at https://www.fema.gov/emergency-managers/national-preparedness/exercises/tools.

3.3.4. INTEGRATE RESPONSE AND RECOVERY OPERATIONS

A P3 functions best with a clear understanding of its jurisdiction's levels of activation, common operational activities, cross-sector collaboration and information sharing and analysis requirements.

Activation Basics for Industry and Government

For each level of activation (normal operations, partial activation, full activation) P3s are best served by developing a defined battle rhythm that includes a schedule and template for meetings, reports and operational meetings. For example, in normal operations, meetings may occur once per week, while in full activation, meetings may be necessary once or more daily. Plan and develop templates during blue-sky operations for incident-specific daily briefings, impact summaries, assessments, analyses and forecasts. Additionally, develop meeting agendas in advance for an all-hands BEOC meeting or community lifeline and supply chain stabilization task force, and adjust them as needed. Each meeting should have a clear purpose and shared outcomes and result in determining unified courses of action.

Common Operational Activities

During an activation, P3s may use a BEOC to help facilitate joint operations and identify, triage and develop solutions for the most significant challenges shared by private and public partners. When the operational status of an incident is established, industry and cross-sector operations can effectively work to identify and remove barriers to response; commit and move appropriate resources to restore communities; and measure progress and effectiveness to drive continual improvement.

Common Operational Activities

- Share risk information with industry and the public;
- Assess operational status of community lifelines, critical infrastructure and supply chains;
- Analyze data and forecast/assess essential elements of information (EEIs)[43];
- Conduct cross-sector coordination and mutual assistance;
- Address resource needs through analysis, requests and acquisition;
- Request waivers to enable critical supply chains;
- Facilitate access for business reentry and repopulation;
- Conduct joint planning for recovery with community stakeholders; and

[43] EEIs include information needed to support informed decision making and provide context and contribute to analysis. They are required to plan and execute an operation and support timely, logical decisions.

- Hold in-progress and after-action reviews.

When a disaster is anticipated or has occurred, a P3 will begin to coordinate based on location, industry or cross-sector operational needs. When disaster operations begin, jurisdictions and P3s should share official communications and organized situational briefings with stakeholders and the public via email, coordination calls or other designated information technologies.

A P3 may also invite partners to provide situation reports, risk assessments or data analysis and participate in resource coordination. This includes forecasting impacts to areas of concern, conducting damage assessments and prioritizing response activities, such as prioritizing essential worker access.

Based on the information shared, jurisdictions and P3s need to identify priorities, tasks and outcomes. Each operational task should have clear targets for stabilization, restoration or sustainment of community lifelines and critical infrastructure, so that outcomes can be measured and tracked.[44] Targets should drive disaster outcomes as detailed in the Establishing Measurable Targets section and the sample qualitative and quantitative example targets in Appendix F. Input from the P3 helps jurisdictions tailor targets to their specific situations and community needs.

Cross-Sector Collaboration

A key enabler of integrated operations is effective use of standing working groups or formation of ad hoc task forces to assess sector-specific and cross-sector challenges as the situation unfolds; identify potential cascading impacts to business and critical infrastructure; and conduct root-cause analysis to inform restoration and stabilization efforts. These analyses should be informed by real-time information collected within each industry, and the results shared with P3 partners.

For example, understanding whether a power outage will be of long duration is critical, because this will have a cascading impact on water and wastewater systems, which typically only have emergency backup power for 72 hours. Additionally, loss of access to power presents a substantial health threat, particularly to vulnerable populations, hospitals and shelters. Cross-sector coordination is needed to identify options to mitigate or suppress the peak damages that can overwhelm community lifelines.

Regional Information and Assistance Resources

The following example resources can help P3s with coordination, information sharing and analysis challenges:

[44] The FEMA Incident Stabilization Guide (November 2019 Operational Draft) is available at https://www.fema.gov/media-library-data/1576779438545-484372199671c0822a53a7ee9f4ffc2b/IncidentStabilizationGuide.pdf.

- FEMA regional private sector liaisons[45];
- Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA) protective security advisors[46];
- Economic Development Administration (EDA) regional offices[47];
- Department of Agriculture regional offices[48];
- Department of Health and Human Services[49];
- Centers for Disease Control and Prevention (CDC) regional offices[50];
- Information Sharing and Analysis Centers (ISACs)[51]; and
- Fusion centers.[52]

Information & Analysis Requirements

Building on a foundation of planning and engagement, information sharing and analysis enables effective operational integration and cross-sector response operations. For each integrated disaster operation, P3s should define operational information requirements, which can be incorporated into plans to inform the use of existing information technologies and situation report templates.

Case Study: Intergovernmental Coordination

To meet the urgent need to share information and interact with more small local businesses in Nashua, New Hampshire, the Office of Emergency Management (OEM) and the Office of Economic Development (OED) established a partnership. The OEM now uses the same business distribution lists for interacting with small businesses used by the OED.

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[45] See the FEMA Region Contacts list at https://www.fema.gov/about/contact#region-1.

[46] For more information about protective security advisors, see https://www.cisa.gov/protective-security-advisors.

[47] For information about EDA points of contact, see https://www.eda.gov/contact/.

[48] For a list of USDA regional offices, see https://www.rma.usda.gov/RMALocal/Field-Offices/Regional-Offices.

[49] For a list of HHS regional offices, see https://www.hhs.gov/about/agencies/regional-offices/index.html.

[50] For a list of CDC Agency for Toxic Substances and Disease Registry (ATSDR) Regional Offices, see https://www.cdc.gov/cpr/readiness/phep.htm.

[51] For more information, see https://www.nationalisacs.org/about-isacs.

[52] For a fusion centers map, locations and contact information, see https://www.dhs.gov/fusion-center-locations-and-contact-information.

The OED already had an online tool to share information with the private sector. However, this partnership enhanced two-way information sharing, allowing the private sector to provide as well as receive sitreps. This system also provides a chat room where private sector members can post best practices.

Additionally, the distribution of information is networked with the local Chamber of Commerce.

Case Studies: Examples of Private Sector Engagement

- HealthCare Ready is a P3 that convenes industry and government and supports real-world disaster operations. HCR also publishes RxOpen, which provides the open/closed status of pharmacies nationwide.
- Under Armour hosted the State of Maryland's Private Sector Integration Program (PSIP) program annual summit in 2020.
- Walmart publishes a stores open/closed status data service that is available as an RSS feed to all partners.

Table 1 provides sample operational requirements for P3s to consider.

Table 1: Sample Operational Information Requirements

	Public Needs from Private Sector	Private Sector Needs from Public
Resilience	▪ Risk and vulnerability assessments ▪ Industry-specific thresholds, triggers and targets ▪ Capability profile, critical assets and key resources	▪ Resilience strategy and projects ▪ Frameworks, regulations, incentives ▪ Official situational awareness ▪ Procurement guidance
Response	▪ Business open/closed status ▪ Community lifeline statuses ▪ Supply chain and logistics statuses ▪ Resource offers/requests	▪ Declarations/Status of operations ▪ Strategic response priorities ▪ Restrictions/Waivers, access/reentry requirements and procedures ▪ Security restrictions, curfews
Recovery	▪ Economic conditions/housing inventory status ▪ Loss estimates due to damages or closures ▪ Nontraditional use of facilities ▪ Resources for donation/mass purchase ▪ Financing options	▪ Economic recovery priorities ▪ Permanent reconstruction plans ▪ Disaster recovery contracts and financing ▪ Support for critical facility restoration

Adopting common or shared technical standards helps focus and simplify engagement. Technical requirements to develop, model, share and analyze operational information vary based on the level of complexity of resilience-oriented or response-oriented engagement. Where applicable, P3s should leverage the technical and geospatial capabilities of partners to facilitate information sharing and analysis.

When operational and technical information requirements are clear, training and exercises should incorporate them so that when operations occur, P3s are ready to share information. Information operations should plan to have interoperable communications for all P3 participants. The information management model provided in Appendix G will help P3s enhance capabilities based on a maturity model for growth, as described in the next section.

3.4. Assess and Refine

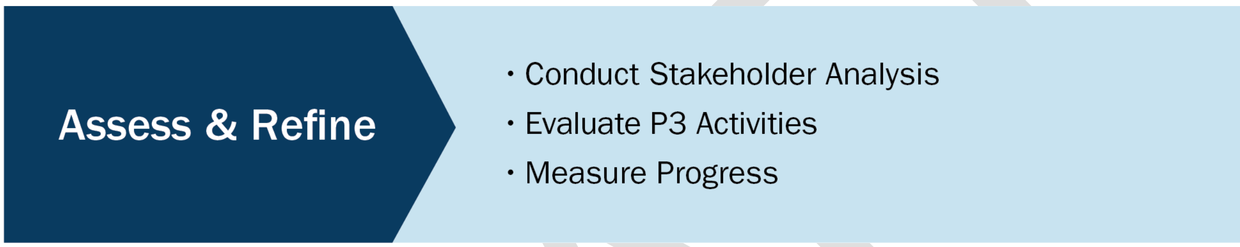

Figure 8: Assess and Refine Activities

3.4.1. CONDUCT STAKEHOLDER ANALYSIS

Continuous improvement is essential to P3 development and maturation. Organizers should conduct stakeholder analysis and review P3 membership on an annual basis. This includes obtaining an annual economic profile update, reviewing stakeholder lists, confirming active partners and aligning existing and new partners with relevant activities.

3.4.2. EVALUATE P3 ACTIVITIES

A P3 should plan to periodically evaluate its activities using steady-state program reviews, training and exercise reviews and incident-specific after-action reports. Evaluation should focus on lessons learned, gaps and opportunities for improvement. Organizers should update their P3 charter, stakeholder register, plans and activities on an “as needed” basis so that lessons learned become “lessons applied.”

As P3s evolve and grow, organizers should use the maturity model (Figure 9) to inform and measure development over time using the milestones and maturity attributes. Upon reviewing and evaluating its activities and overall program maturity, a P3 should develop and update its plans.

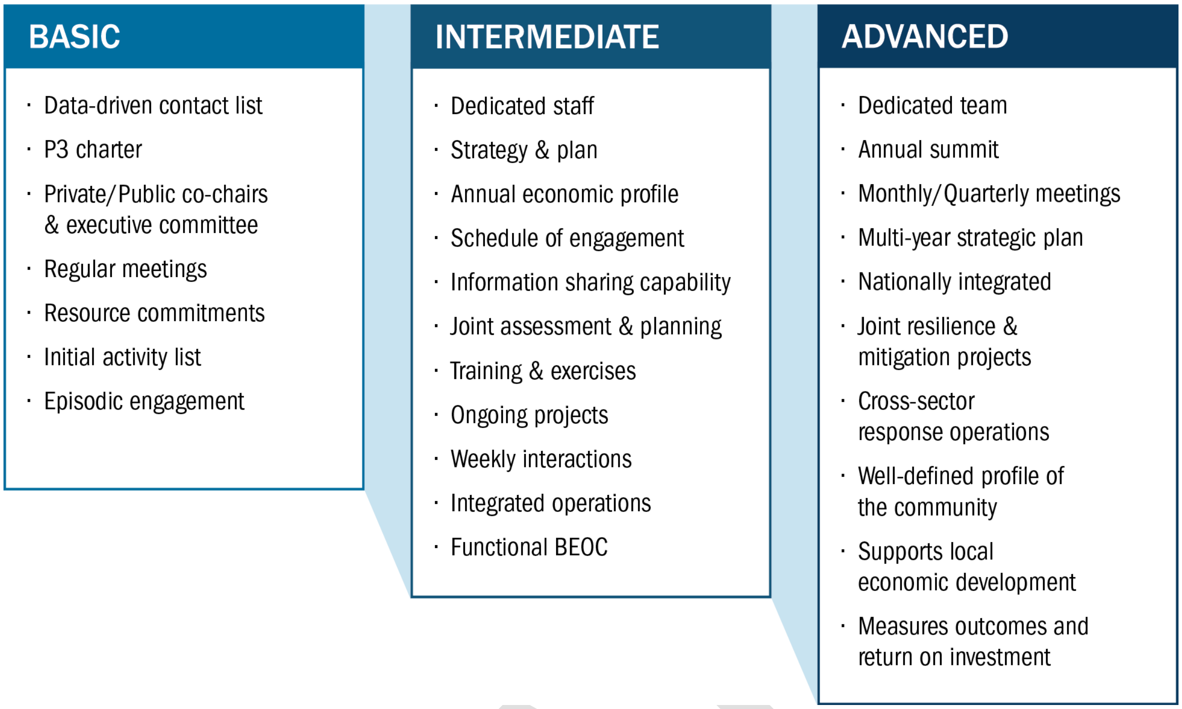

Figure 9: Program Maturity Model

3.4.3. MEASURE PROGRESS

Successful P3s have a clarity of purpose, targets and outcomes that can be measured and tracked over time. Table 2 identifies key progress indicators that are critical to enable programs to become meaningful and operational.

Table 2: Key Drivers and Indicators of Successful P3 Programs

Success Factors	Key Progress Indicators
Leadership	▪ Administrative plan ▪ Resource commitment ▪ Charter ▪ Action plan ▪ Measuring stakeholder participation rates ▪ Delivering results
Shared Risk Assessments	▪ Assessments of natural, social, built, economic and cyber environments that are supported by data and include expert perspectives of individual, community, enterprise and multi-enterprise levels ▪ Joint assessment reports that inform objectives and action plans ▪ Joint economic development and emergency management funding priorities

Success Factors	Key Progress Indicators
Outcome-Oriented Objectives and Action Plans	▪ Annual objectives and action plans ▪ Defined organization-specific and P3 outcomes ▪ Mitigation and jurisdictional resilience targets achieved ▪ Increased readiness for operations
Integration	▪ Joint resilience and response planning ▪ Resilience and mitigation project implementation ▪ Cross-sector mitigation, response and recovery core capabilities able to meet stabilization targets
Stabilization Targets	▪ Jurisdiction mitigation and resilience priorities identified ▪ Defined metrics for mitigation and restoration of lifelines, supply chains and the economy

Appendix A: Example P3 Startup Checklist

Plan

- Initiate planning
- Identify partners
- Plan stakeholder engagement

INITIATE PLANNING

- ☐ Assemble P3 organizers
- ☐ Conduct initial planning meetings
- ☐ Develop concept note
- ☐ Draft business plan

IDENTIFY PARTNERS

- ☐ Identify jurisdiction stakeholders
- ☐ Maximize representation and equity

PLAN STAKEHOLDER ENGAGEMENT

- ☐ Establish communications tools:
    - ☐ Designated P3 email address
    - ☐ Phone/web meeting platform
    - ☐ Information exchange tools
    - ☐ Email distribution lists
- ☐ Develop multi-year strategic plan
- ☐ Secure resource commitment
    - ☐ Budget
    - ☐ In-kind resources
    - ☐ Support staff for a P3

Engage

- Initiate outreach
- Define P3 purpose and benefits
- Develop and adopt a P3 charter

INITIATE OUTREACH

- ☐ Conduct outreach to stakeholder list
- ☐ Convene vision and planning meetings

DEFINE P3 PURPOSE AND BENEFITS

- ☐ Determine P3 purpose and structure
- ☐ Define the business case value proposition and benefits

DEVELOP AND ADOPT A P3 CHARTER

- ☐ Identify or outline key charter elements:
    - ☐ Mission, scope, membership, responsibilities
    - ☐ Legal and financial foundation
    - ☐ Co-chairs, executive committee
    - ☐ Terms and conditions
- ☐ Develop a membership agreement
- ☐ Develop P3 program coordinator job description
- ☐ Designate/hire P3 program coordinator
- ☐ Define initial activity list
- ☐ Establish a P3 stakeholder meeting approach
    - ☐ Purpose, outcomes, agenda, schedule, location, invite list
    - ☐ Roberts Rules, meeting etiquette, terms of engagement
    - ☐ A plan for standing meetings, working groups and operational task forces

  - ☐ A plan for an annual summit
- ☐ Conduct weekly, monthly, quarterly and annual meetings
- ☐ Identify opportunities to integrate at local, state, regional, national and international levels
  - ☐ Commission a P3 delegate to participate in various activities

Integrate

- Assess shared risks
- Build jurisdictional resilience
- Build response and recovery capacity
- Integrate response and recovery operations

ASSESS SHARED RISKS

- ☐ Conduct a joint assessment of shared risks
  - ☐ Assess risk in five environments: natural, social, built, economic and cyber
  - ☐ Encourage organization-specific assessments
  - ☐ Convene jurisdiction-wide assessments
  - ☐ Integrate findings at local, state, regional and national levels

BUILD JURISDICTIONAL RESILIENCE

- ☐ Convene P3 members to develop/refine jurisdiction resilience strategy with jurisdiction leaders
  - ☐ Convene dialogue with jurisdiction leaders
  - ☐ Participate in local mitigation planning committees
  - ☐ Contribute P3 inputs to the strategy and/or develop and publish strategy
  - ☐ Develop a resilience action plan, milestones and timeline
- ☐ Develop accessibility standards and stabilization targets for Community Lifelines and infrastructure and supply chains
  - ☐ Facilitate dialogue to understand and inform local economic development priorities

  - ☐ Identify resilience opportunities and financing options; develop project proposals and submit
  - ☐ Implement, monitor and evaluate effectiveness of mitigation projects
  - ☐ Align organizational strategies to jurisdictional resilience priorities
- ☐ Strengthen community capacities and capabilities
  - ☐ Prioritize core capabilities that require P3 involvement
  - ☐ Identify internal/external capacity-building resources to leverage
  - ☐ Establish resilience targets

BUILD RESPONSE AND RECOVERY CAPACITY

- ☐ Conduct joint planning
  - ☐ Identify joint planning needs and set a schedule for development
  - ☐ Jointly develop all hazards plans and incident annexes
- ☐ Establish the mission, goals and objectives of disaster response and recovery operations
  - ☐ Develop a concept of operations
  - ☐ Develop standard operating procedures and guidance
  - ☐ Develop an emergency operations plan annex to integrate the private and public sectors (as appropriate)
  - ☐ Develop pre- and post-disaster recovery plans
  - ☐ Determine the type of BEOC (virtual, physical, mobile, hybrid)
  - ☐ Determine a coordination focal point, examples public sector led, private sector led, consortia led, hybrid
  - ☐ Identify a host venue for a physical BEOC, such as a university, EOC, continuity center, corporate venue, or a hybrid of one or more
  - ☐ For a physical location, develop staffing and seating charts and shift schedules
  - ☐ Establish standing working groups
  - ☐ Determine information technologies to manage and share information

    - ☐ Develop a plan to provide access, credentials, security, equipment, systems and hardware (as needed)
- ☐ Conduct virtual and in-person joint training
    - ☐ Identify instructional and operational training needs, requirements and objectives
    - ☐ Establish a P3 training cycle, schedule and content delivery strategy
    - ☐ Develop P3 training instructor and participant materials
    - ☐ Conduct and evaluate trainings
- ☐ Conduct virtual and in-person joint exercises
    - ☐ Establish a P3 exercise cycle, schedule and delivery strategy
    - ☐ Develop tabletop, functional and/or full-scale exercise facilitator, evaluator, participant and observer materials
    - ☐ Conduct and evaluate exercises
    - ☐ Develop and share an after-action report (AAR) and improvement plan (IP) to participants and stakeholders

INTEGRATE RESPONSE AND RECOVERY OPERATIONS

- ☐ Establish and implement operational battle rhythms
    - ☐ Address normal operations, partial activation and full activation
    - ☐ Develop a schedule and template for response-oriented and task force meetings
    - ☐ Define and implement common operational activities
    - ☐ Define and use response stabilization targets for community lifelines, supply chains and the economy
    - ☐ Establish cross-sector dependencies, mission priorities and task forces
    - ☐ Establish and use operational information requirements from public and private sectors
    - ☐ Establish and use reporting processes and report templates
    - ☐ Identify and adopt technology and information management standards
    - ☐ Support real-world special events and incident management

- ☐ Scale response operations as needed

Assess & Refine

- Conduct stakeholder analysis
- Evaluate P3 activities
- Measure progress

CONDUCT STAKEHOLDER ANALYSIS

- ☐ Update economic profile annually
- ☐ Review stakeholder member and participation lists
- ☐ Measure stakeholder participation rates
- ☐ Align existing and new partners with relevant activities

EVALUATE P3 ACTIVITIES

- ☐ Conduct program review
- ☐ Evaluate and revise P3 approaches based on the exercise AAR/IP process
- ☐ Update the P3 based on post-incident analysis
- ☐ Incorporate conclusions from routine member surveys and stakeholder feedback
- ☐ Update charter, stakeholder register, plans and activities as needed
- ☐ Use P3 maturity program maturity model indicators to assess progress

MEASURE PROGRESS

- ☐ Measure progress based on success factors
  - ☐ Results-oriented leadership and participation
  - ☐ Harmonized risk assessments
  - ☐ Outcome-oriented objectives and action plans
  - ☐ Integration of resilience and response efforts
  - ☐ Stabilization targets supported

- ☐ Measure progress based on <u>outcomes</u>
  - ☐ Short periods of disruption following a disaster
  - ☐ Efficient delivery of life-saving and life-sustaining services
  - ☐ Restored, modernized, hardened and resilient infrastructure systems, community lifelines and supply chains
  - ☐ Resilient recovery of jurisdictions with stronger core capabilities
  - ☐ Inclusion and equity in jurisdictional resilience and response efforts
  - ☐ Individual loss avoidance such as lives, livelihoods and property
  - ☐ Adequate, resilient and affordable housing
  - ☐ Economic losses avoided, to include business sales, investment and tax losses
  - ☐ Improve community health and safety
  - ☐ Sustainable and resilient health, education and social services systems
  - ☐ Lower jurisdiction insurance premiums and taxes
  - ☐ Sustainable, diversified and resilient economy with new opportunities to create economic activity
  - ☐ Restored, preserved, risk-resistant and resilient natural or cultural resources

Appendix B: Tools and Information to Develop an Economic Profile

Depending on the specific needs identified for your P3, you may need different information from several sources to build an economic profile of your jurisdiction. The following resources are not exhaustive, but provide a solid starting point of platforms and information for you to consider that are widely available, accessible and easy to use.

Table 3 lists organizations with a national perspective. Some of these organizations maintain sensitive economic data that can't be released to the general public, but they have been willing to share with emergency management organizations for planning purposes.

Table 3: National-Focus Sources of Economic Information

Resource	Access at	Description
FEMA's Platform for Understanding Lifeline Stabilization of the Economy (PULSE) program	The PULSE platform is located on https://fema.dnb.com. ▪ NOTE: Contact nbeoc@max.gov to request login credentials.	▪ Jurisdictions may request an economic profile from the PULSE program maintained by FEMA OB3I. PULSE profiles combine data from Dun & Bradstreet and publicly available sources. ▪ This resource is limited for government use or organizations working with OB3I and/or in support of NBEOC operations. See https://www.fema.gov/business-industry/national-business-emergency-operations-center for more information on the NBEOC.
Headwaters Economics economic profile system	Visit https://headwaterseconomics.org/ and scroll down the main page to "Economic Profile System"	▪ Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions. ▪ Use the economic profile system – which compiles publicly available data – to search for socioeconomic profiles by community, county, or state.
Census Business Builder (CBB)	Visit https://www.census.gov/data/data-tools/cbb.html to access version 3.1 of the CBB for regional analysis	▪ The CBB is a suite of services that provide selected demographic and economic data from the Census Bureau, tailored to specific types of users in a simple to access and use format

Resource	Access at	Description
U.S. Small Business Administration (SBA)	Visit https://www.sba.gov for an overview of all current programs available to local jurisdictions Visit https://web.sba.gov/pro-net/search/dsp_dsbs.cfm for the dynamic small business search database.	▪ The SBA aids, counsels, assists and protects the interests of small business concerns to preserve free competitive enterprise and to maintain and strengthen the overall economy of the nation. ▪ The small business search database is generally a self-certifying database. The SBA does not make any representation as to the accuracy of any of the data included, other than certifications relating to 8(a) Business Development, HUBZone or Small Disadvantaged Business status.
U.S. Bureau of Labor Statistics (BLS)	Visit https://www.bls.gov/developers to access the BLS public data API Visit https://www.bls.gov/data for a listing of all BLS databases, tables and calculators by subject.	▪ The BLS is the principal fact-finding agency for the federal government in the broad field of labor economics and statistics. BLS is an independent national statistical agency that collects, processes, analyzes and disseminates essential statistical data for the public, Congress, other federal agencies, state and local governments, business and labor. ▪ See https://www.bls.gov/bls/bureau-of-labor-statistics-information-guide.pdf for the BLS Information Guide.
Bureau of Economic Analysis (BEA)	Visit https://www.bea.gov for data by topic or place, and a suite of tools including interactive data and the BEA API.	▪ BEA, an agency of the Department of Commerce, produces economic accounts statics that enable government and business decision-makers, researchers and the American public to follow and understand the performance of the nation's economy. BEA's promotes a better understanding of the U.S. economy by providing the most timely, relevant and accurate economic accounts data in an objective and cost-effective manner. Information is available at the county level for 3000+ counties across the U.S. as well as the value of the dollar per capita. ▪ See https://www.bea.gov/system/files/2020-01/weve-got-your-number-booklet-2020.pdf for information and instructions on how to access BEA data and information.

Also consider reaching to organizations with local and state perspectives for additional information to inform your economic profile, such as the potential resources in Table 4.

Table 4: Local- and State-Focus Sources of Economic Information

Resource	Access at	Description
Regional Planning Commission (RPC)	Find the RPC supporting your jurisdiction.	▪ Contact your RPC to request available information on urban and regional planning to develop your economic profile. ▪ Available information may include land-use activities, infrastructure and settlement growth
Local economic development organization	Visit https://www.eda.gov/resources/national-economic-development-organization.htm to identify your local economic development organization	▪ Local economic development organizations engage in strategic planning through partnerships between local government, the business community and NGOs to stimulate investments that will promote sustained high growth in a local community.
Chamber of Commerce	Find the local chamber(s) of commerce supporting your jurisdiction.	▪ Chambers of commerce are nonprofit organizations of local businesspeople that networks to promote the interests of the business community. ▪ They often will provide a list of member businesses with contact information within a jurisdiction.
Annual municipal Comprehensive Annual Financial Report (CAFR)	Coordinate with your local economic development district and/or city council to request the CAFR for your jurisdiction.	▪ The CAFR provides accurate and meaningful information concerning a city's financial condition and performance, listing the top employers in the city.
State-level Department of State	Visit https://www.state.gov/department-of-state-by-state to search for the Department of State for your home state	▪ These state-level agencies track business registrations and collect information on companies in your state.

Appendix C: Private-Public Partnership Sample Charter

Name: [The official name designation of the partnership]

Charter Publication/Revision Date: [Date of approval]

Mission Statement: [A formal statement of the reason for the partnership.]

Scope: [A definition of primary activities required to achieve the mission, and the boundaries, of the partnership.]

Executive Summary:

- **Business Case**: [State the problem and articulate the reasoning to initiate the partnership.]
- **Value Proposition**: [Convince participants why the partnership is worthwhile.]
- **Benefits**: [Describe the advantages gained by participating in and/or becoming a member of the partnership.]

Goals: [Define the desired end results of the partnership in specific and measurable terms.]

Key Stakeholders: [Define the roles and responsibilities.]

- Chairpersons
- Executive Committee
- Membership
- Participants
- Sub-Groups

Financial Considerations: [Define the main expenses and funding and sustainment approach.]

Legal Considerations: [Include legal and ethical considerations, including decision making authorities, conflicts of interest and others, as appropriate.]

Charter Maintenance: [Define the intended frequency of charter updates and revisions and the plan to assess and refine.]

Signatory Page: [Include a signatory page for all charter co-signers.]

Appendix D: Private-Public Partnership Membership Agreement Sample

Section 1. This document may be cited as the [INSERT NAME of AGREEMENT].

Section 2. Purpose and Authorities [Identify the purpose and authorities of the partnership with reference to the charter.]

Section 3. Member Responsibilities [Define roles and responsibilities of members. Include statement of acknowledgement by Member.]

> **Example:**
>
> On behalf of myself and/or the company/organization/association/entity named below (hereinafter "Entity"), I hereby acknowledge and agree to the following terms and conditions for participation as a member of the (INSERT NAME OF PARTNERSHIP/PROGRAM).
>
> - Insert terms and conditions of membership
> - Insert financial, legal and ethical considerations
> - Privacy notice and consent

Section 4. Entity Acknowledgement:

> **Example:**
>
> I, the undersigned, agree on behalf of Entity to the above terms and conditions for participation as a member of the [Insert Partnership/Program Name Here].
>
> - Entity Name:
> - Point of Contact:
> - Authorized Representative Name:
> - Authorized Representative Title:
> - Telephone Number:
> - E-mail Address:
>
> Signature:
>
> Date:

Appendix E: Private-Public Partnership Program Coordinator Position Description Sample

Position Summary: [Define the position title and organization. Describe the purpose, roles and responsibilities of the position.]

> **Sample:**
>
> Under the general direction of [OFFICE, ORGANIZATION], the Coordinator will manage a private-public partnership program designed to build resilience by improving preparedness, mitigation, response and recovery efforts in the jurisdiction. The Coordinator will be responsible for planning, engaging, integrating and refining the program.

Responsibilities: [Define organizational expectations for the role and the functions the position will be accountable for.]

> **Sample Menu of Responsibilities:**
>
> **Organize, develop, promote and facilitate private-public partnership program to foster resilience.**
>
> - Develop and manage execution of a program plan.
> - Develop an annual social and economic profile of the community to develop an inclusive stakeholder engagement plan and contact list.
> - Conduct or participate in development of a risk assessment that identifies risks shared by the private and public sectors in the natural, social, built and economic environments.
> - Conduct stakeholder outreach, communications and engagement to develop relationships with businesses, industry associations, trade groups, community organizations, volunteer groups and the general public.
> - Act as a liaison to private and public sector stakeholders to provide support and coordination before, during and after an incident.
> - Organize, facilitate, attend and participate in workshops, conferences, focus groups, local planning committees and meetings to build relationships, identify needs and develop strategies and action plans for community resilience.
> - Develop plans, guidance, presentations and promotional materials to develop private-public partnerships and create awareness of emergency preparedness, mitigation, response and recovery.
>
> **Organize private-public partnership program participants to build capacity and support response and recovery operations.**
>
> - Identify and facilitate development of jurisdictional core capabilities that require private sector involvement.

- Facilitate development and adoption of accessibility standards and stabilization targets for community lifelines, infrastructure and supply chains.
- Conduct joint planning for all-hazards mitigation, preparedness, response and recovery with private and public stakeholders.
- Coordinate development of a concept of operations for disaster response and recovery operations.
- Facilitate identification of private-public operational information requirements and establishment of information sharing standards.
- Develop procedures and guidance for the operation and sustainment of the Business Emergency Operations Center (BEOC), either physical or virtual.
- Coordinate design, delivery and participation in joint training and exercises.
- Support real-world special events, incident management and response and recovery operations, as required.

Other Tasks and Duties.

- Research federal, state and local programs and among private sector partners to identify best practices.
- Identify funding and other resources to support private-public partnership programs and manage related grants.
- Develop content for web-based and print materials used for education and outreach, such as press releases, brochures and web resources.
- Monitor, measure, assess and refine the progress and outcomes of the program activities and provide monthly progress updates.

Knowledge, Skills and Abilities (KSAs): [Define the subjects and items of information the employee should know at the time of hire.]

Sample Menu of KSAs:

Strong knowledge and experience in program management.

Working knowledge of principles and practices of whole community resilience, emergency management, economic development and/or public relations.

- Ability to develop strong relationships and facilitate partnerships with government agencies, businesses, nonprofits and other community organizations for the purpose of improving emergency preparedness.
- Ability to synthesize complex and technical subjects in emergency management and communicate to a general audience.

- Considerable knowledge of planning and coordinating programs and activities which involve a multi-year strategy, development of policies/guidance and participation by a variety of governmental and nongovernmental entities.

Ability to develop materials which the news media, businesses, community organizations and the general public will find meaningful, timely and suitable to their own requirements.

- Knowledge and skills for research, development and implementation of informational presentations to small and large groups.
- Skill in preparation, layout and development of promotional materials, flyers and other written/visual tools.
- Ability to plan effective public information programs.
- Exceptional communication skills, both written and verbal.
- Considerable knowledge and experience working in MS Office (Word, Publisher and PowerPoint) and Adobe (Photoshop & Acrobat).

Special Requirements:

- Minimum Education
- Certifications
- Minimum years of experience
- Resident and/or Citizenship Documentation

Appendix F: Sample Qualitative and Quantitative Targets

Organizers of a P3 should develop targets based on the dependencies shown in Figure 1. The following sample targets are adapted from the FEMA Incident Stabilization Guide[53] and U.S. Resilience Project (2011).[54] This is a starting point, rather than an exhaustive list.

Sample Stabilization Targets: Qualitative

SAFETY AND SECURITY LIFELINE:

- Threats to life safety are no longer a concern for all response personnel and impacted communities.
- Government-essential functions, including executive leadership, are operational.
- Sufficient search and rescue assets are on-scene to assist all survivors.
- Sufficient fire resources are available to support fire suppression efforts.

FOOD, WATER, SHELTER LIFELINE:

- All survivors, their pets and service animals have access to food, water and sanitation.
- Sheltering (including reception, capacity and wraparound services) is supporting the displaced population.
- Sufficient resources are in place to sustain agricultural requirements.

HEALTH AND MEDICAL LIFELINE:

- All survivors, their pets and service animals have access to required medical and veterinary care.
- Emergency medical systems are capable of managing patient movement requirement.
- Public health services are accessible to all survivors.
- Sufficient temporary fatality management support is in place to meet processing demand.
- The medical supply chain is capable of adequately resupplying medical care providers.

ENERGY LIFELINE:

- Generators are providing temporary emergency power at critical facilities necessary to stabilize other lifelines.
- Fuel distribution is available for responders.

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[53] The FEMA Incident Stabilization Guide (November 2019 Operational Draft) is available at https://www.fema.gov/media-library-data/1576779438545-484372199671c0822a53a7ee9f4ffc2b/IncidentStabilizationGuide.pdf.

[54] The NIST Community Resilience Planning Guide also has resources to assist jurisdictions in determining resilience targets. See https://nvlpubs.nist.gov/nistpubs/SpecialPublications/NIST.SP.1190GB-11.pdf and https://nvlpubs.nist.gov/nistpubs/SpecialPublications/NIST.SP.1190GB-9.pdf.

- Sufficient fuel distribution is available for survivors, including to support individuals dependent on power for life-sustaining medical care.

COMMUNICATIONS LIFELINE:

- Survivors have access to commercial communications infrastructure to contact or be contacted by emergency services.
- The land mobile radio communications network is operational.
- Public safety answering points are available to the public.
- Survivors have access to financial services.

TRANSPORTATION LIFELINE:

- Multimodal routes (air, rail, road, port) are clear of debris and accessible by normal or alternate means.

HAZARDOUS MATERIAL LIFELINE:

- All contaminated areas are identified and secure.

SUPPLY CHAIN:

- Establish two-way communications channels with industry
- Provide security for industry response and recovery resources
- Support industry to access impacted areas
- Support industry requirement for fuel and other forms of energy
- Support industry access to transportation networks
- Remove regulations that impede moving people and goods.

Sample Stabilization Targets: Quantitative

- 80% of all businesses and industries are open for business.
- 80% of lifeline-supporting businesses are operational.
- Primary supply chains into the affected the community are 80% operational.
- Sales, jobs and gross domestic product numbers cease contraction and steadily grow
- Overall Business Health Index ceases decline and steadies or improves
- Small Business Health Index ceases decline and steadies or improves
- Small businesses closures have leveled to +/- 3% of the normal churn rate.
- Economic activity indices show that sharp declines have ceased and have stabilized or are increasing monthly.
- Industry viability indicators for community lifelines are stable or improving on a monthly basis.

Appendix G: P3 Information Sharing Continuum

A P3's information sharing capabilities mature over time as it strengthens relationships and gains experience. Standard operating procedures (SOPs) are tested through exercises and employed during real-world events, allowing a P3 additional opportunities to advance along the information sharing continuum outlined in Figure 10.

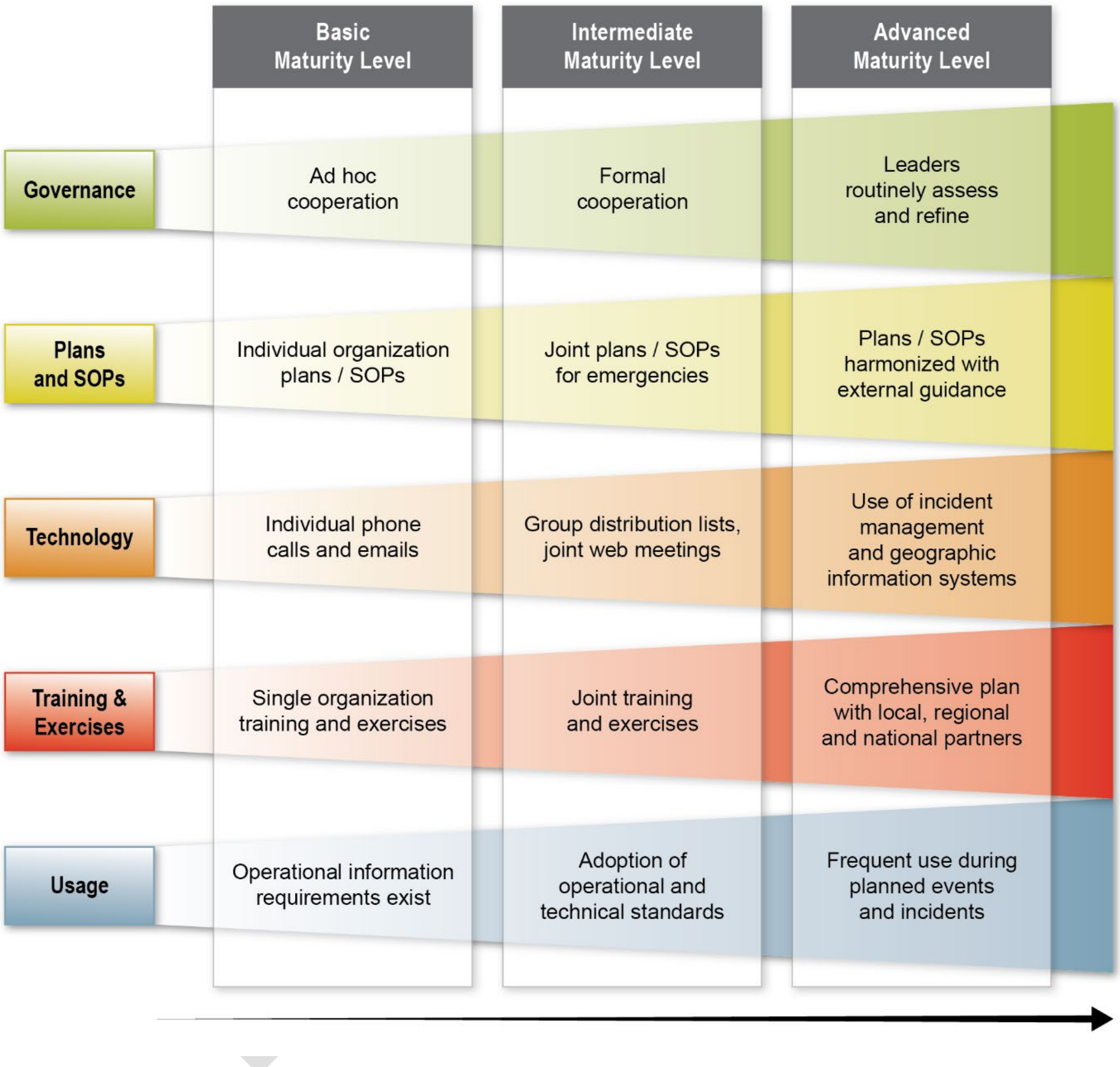

Figure 10: P3 Information Sharing Continuum

Appendix H: Acronym List

CBB	Census Business Builder
CDC	Centers for Disease Control and Prevention
CISA	Cybersecurity and Infrastructure Security Agency
COVID-19	Coronavirus Disease 2019
CPPTF	Chicago Public-Private Task Force
DHS	Department of Homeland Security
EDA	Economic Development Administration
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HCR	HealthCare Ready
IP	Improvement Plan
LEPC	Local Emergency Planning Committee
NBEOC	National Business Emergency Operation Center
NEMA	National Emergency Management Association
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRF	National Response Framework
OB3I	Office of Business, Industry, Infrastructure and Integration
OED	Office of Economic Development
OEM	Office of Emergency Management
PSIP	Private Sector Integration Program

PULSE	Platform for Understanding Lifeline Stabilization of the Economy
RAPT	Resilience Assessment Planning Tool
RPC	Regional Planning Commission
RSF	Recovery Support Function
RSS	RDF Site Summary or Really Simple Syndication
SBA	Small Business Administration
SLTT	State, Local, Tribal and Territorial

Appendix I: Glossary

Business emergency operations centers (BEOCs): A physical or virtual meeting and collaboration space that provides a consistent integration point for private and public coordination for sustained response and recovery operations.

Finance-based public-private partnership: Agreement between a public agency and a private entity that allows greater private participation in the delivery of financing of projects, moving beyond the traditional design-bid-build (DBB) model to an approach where the private sector partners are more involved and maintain greater responsibility for project execution.

Jurisdiction: An entity that generally oversees coordination across a geographic area. For this guide, “jurisdiction” begins at the local level – a county, a city or a town or combination of jurisdictions such as a Council of Governments or Homeland Security Region. It applies to the private sector, as it is a critical part of a jurisdiction. The term also applies to a state, tribe or territory.

Private-public partnership (P3): Any type of informal or formal cooperative arrangement between two or more organizations of private industry and the public sector for their mutual benefit that is designed to ensure the life safety, economic security and resilience of jurisdictions.

Public-private partnership: Arrangement between a public agency(ies) and a private entity(ies) supporting a government goal, which often provides limited benefits to the private partner (visibility, opportunities for input).