

# ***COLLABORATION in the POST KATRINA ENVIRONMENT Successes and Pitfalls in Collaboration with Private Sector, Voluntary Organizations and Volunteers***

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# Overview

- ▶ Role of Emergency Management in times of Emergencies & Disasters
- ▶ Challenges/barriers within the two different cultures that inhibit strong, open, effective partnerships
- ▶ Pitfalls to avoid
- ▶ Why do government, private sector and NGOs have to work together?
- ▶ Keys to success/tips in finding common ground and getting things done
- ▶ New Planning Framework-paradigm shift
- ▶ Benefits of government –private sector collaboration
- ▶ Role of IAEM in Support of Public Private Partnerships and Multi-agency Collaboration

# What is an Emergency?



**An emergency is any unplanned event that can cause death or significant injuries to employees, customers or the public.**

**A disaster is an emergency that goes beyond the jurisdiction's ability to respond**

**either can shut down businesses, disrupt operations, cause physical or environmental damage, or threaten the community's financial standing or public image.**

***OFFICE OF EMERGENCY MANAGEMENT ROLE:***

***AWARENESS & PREVENTION***

***PREPAREDNESS***

***MITIGATION***

***RESPONSE***

***RECOVERY***

***OEM coordinates & collaborates with***

***1st Responders***

***All levels of Jurisdictions***

***Volunteer Center***

***Citizen Corp Council***

***Private Sector Businesses***



# Why involve the community and nongovernmental resources?

- Less than 1 percent of the U.S. population is an emergency responder
- 85% of critical infrastructure is privately owned

*"They are the key element. The real first responders are our citizens. We can't do our job without them."*

*- Chief Ed Plaugher  
Arlington Co. Fire Dept. 2001*



***What might be some of the challenges/barriers within the two different cultures that inhibit strong, open, effective partnerships?***

# PITFALLS TO AVOID

- ▶ "tradition unhampered by progress"-- expectation that it should always be done the same way because that's the way it used to be done
- ▶ Creating procedural barriers between government, nonprofit organizations, and businesses
- ▶ Failure to understand the legal barriers (Constitution, State Charters, EOPs) that affect how and when different levels of organizations and businesses (federal, state, local) can respond

# Constraints on Private Sector

- ▶ Stafford Act limitations

the response from critical infrastructure providers after Katrina was often hampered by provisions that prevent government “from conferring a direct benefit on the private sector.”

- ▶ Regulations and laws

- ▶ Access to disaster areas

- ▶ Trade secret and proprietary information sharing

- ▶ “Free Market” vs. contractual obligations

# Constraints on Collaboration with Voluntary Organizations

Lack of trust with unfamiliar individuals working in unfamiliar settings

Public safety organizations lack trust in “outsiders” and tend to work well only with traditional partner organizations such as law enforcement, fire and rescue services, public health, and even elected officials

Barriers- distrust and misperceptions that one group or another voluntary organization is “a group of rag-tag volunteers.”

Lack of recognition of professional level of services provided by volunteers



# Constraints within Government

- ▶ Lack of understanding between the Homeland Security and Emergency Management communities at all levels of government
- ▶ Lack of information sharing due to what later turns out to be unrealistic or unreasonable security concerns
- ▶ Public perception about which govt agency is “in charge” and where help will come from

***Why do government and private sector  
and NGOs have to work together?***



**VOLUNTEERS HAVE AN IDENTIFIED ROLE ALREADY IN**



**Response & Recovery Efforts**

# ***Why do government, private sector and NGOs have to work together?***

- ▶ Insufficient resources available to sustain duplication of services or worse, to fail to save lives, protect property, and help people to build bridges toward recovery
- ▶ Safety issues where organizations fail to communicate and coordinate efforts in the field



# ***Why do government , private sector and NGOs have to work together?***

- ▶ Mutually beneficial for short term and long term goals of the organizations to serve the public
- ▶ If you don't play nice in the sandbox during play time, you won't be invited when crises occur



# ***Why do government, private sector and NGOs have to work together?***

Shared responsibilities for protection and care of public

In an age of social media, hierarchical organizations are most vulnerable to destabilizing, catastrophic events

Paradigm shift—Asymmetric power rather than centralized power

*It takes time to learn about the different cultures of govt vs private sector*

e.g. Sustainability of organizations vary greatly between fund raising organizations and organizations that rely on elections and popularity of public officials

# **Advance relationship building**

**Working together beforehand builds the critical relationships before the event.**

**Reach out to groups that are at the greatest risk and need**

**Collaborate with community and neighborhood leaders.**

# **private sector and what that means.**

- ▶ **Focus on business and industry groups.**
- ▶ **Better define the partnership objectives. Govt needs to tell businesses to get employees back to work as a high priority.**
- ▶ **Show appreciation for the business and the employees. Might also include tax incentives and loans to businesses.**
- ▶ **Provide reasons for businesses to participate-- understand the needs of the community.**
- ▶ **Share information about vulnerabilities and how to gain access to the community after the disaster.**

***What are some of the keys to success/tips in finding common ground and getting things done***





# Key Issues- Common Framework

- ▶ Common terminology- Principles of Emergency Management *Shared language including adoption of the Principles of Emergency Management - by DHS, FEMA, NEMA, IAEM, colleges and universities*
- ▶ All sectors trained and operational under NIMS *Common terminology and understanding of incident management system, NIMS, and the National Response Framework*
- ▶ Need for all cycles of emergency management, including recovery, to be based on research based science

# Challenge- Leadership

- Overcome lack of familiarity with the formal and informal leaders in the community



# Challenge- Personnel

- ▶ Motivation of workers versus volunteers who are impacted by psychological and physiological factors of disasters
- ▶ Volunteer Management skills versus personnel management for government workers
- ▶ Failure to account for Volunteer Liability, workers compensation insurance, and safety standards

# Challenge- “In it for the Long Haul”

Overcoming lack of understanding about immediate needs to respond to a crisis versus long term needs to recover, sustain institutions and restructure organizations



# Key Issues – Planning Silos

that do not include public safety organizations and non-profit organizations as mutual Stakeholders in strategic plans, emergency operations plans, administrative procedures

e.g. worst type of planning --says what the organization's role is and then says the next step is up to the government--without confirming responsibility and capabilities, and without working out the transition



# Prescriptive vs. Resource Based Planning

*"planning that focuses on prescribing sources of action to follow in specific circumstances is bound to fail"*

# Working Outside the Comfort Zone

- ▶ Rather than Prescriptive plans focus on resource based planning
- ▶ Model of Electricite de France- largest Europe utility- “Rapid Reflection Force”-what is the big picture in a catastrophic event and who are the stakeholders?
  - “what initiatives or creative suggestions would enable leaders to change the dynamics of the chaotic environment to their advantage?”
    - ▶ Lagadec Unconventional Crises, Unconventional Responses-Reforming Leadership, 2007

# Planning Framework

- ▶ Common understanding of goals and objectives by participating in the strategic planning process
- ▶ Use of consistent and compatible planning templates, such as the guidance found in CPG 101 as revised

***What are some of the  
benefits of government –  
private sector  
collaboration?***



# ***What are some of the benefits of government – private sector collaboration?***

- ▶ Mutual respect and understanding of roles and responsibilities
- ▶ Opportunities for partnerships in training and exercises
- ▶ Opportunities for greater public awareness of the different types of responses in disaster
- ▶ Grants at regional or multi-jurisdictional and multi-agency levels
- ▶ Reduction or elimination of duplication of services
- ▶ Recognition of the Professionalism of Emergency Managers, Responders and Recovery Specialists



# ***What are some of the benefits of government – private sector collaboration?***

- ▶ Maintain, nurture relationships, and not just build them in times of disaster.
- ▶ Have a trained pool of responders and recovery staff to support other organizations when pulled in through EMAC.
- ▶ Both sides do a better job of reaching out to the other sector through Public Private Partnerships

# Areas of Collaboration

- ▶ National NGO working together in stakeholder groups-- and then sharing the information vertically with their state and local members and partners
- ▶ Conducting joint training and exercises
- ▶ Team Building workshops
- ▶ Shared community events that promote preparedness and public safety

# VOLUNTEER OPPORTUNITIES /COLLABORATION

- ▶ Shelter management
- ▶ Warehouse management
- ▶ Donations management
- ▶ Community relations
- ▶ Damage Assessment
- ▶ Community Public Relations
- ▶ Special needs concerns
- ▶ Debris removal
- ▶ Utilities control
- ▶ Advanced first aid

# Working Collaboratively in a Non-Collaborative Environment

- ▶ *government and private sector must work together*
- ▶ *Overcome the challenges/barriers within the two different cultures that inhibit strong, open, effective partnerships*
- ▶ *Avoid pitfalls to collaboration*
- ▶ *Find common ground to get things done*
- ▶ *Focus on benefits of government – private sector collaboration*

# Success of the Public Private Partnership

- ▶ Leaders need to motivate
- ▶ Need to have trust of partners
- ▶ Need to be committed and focused to an activity
- ▶ Resources to accomplish the objective



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questions

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