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# Public-Private Partnerships

May 25, 2011

NUWCRen



# What will we be doing?

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The Netherlands and the United States:

- ✓ Initiatives
- ✓ Current situation
- ✓ Challenges



# PP Partnerships

*From 'getting to know each other'  
to real partnerships*



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# Main developments

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- ✓ Traditional ties in certain policy fields, especially animal diseases, but also Energy
- ✓ Stronger co-operation in certain areas: Rotterdam Port Area, Schiphol Airport, Seaports
- ✓ Fire department: agreements between public and private fire fighters
- ✓ Part of 'planning' for disasters: obliged 'disaster planning' for specific companies (rampbestrijdingsplannen)
- ✓ Protection of Vital Infrastructures (pre-terrorism)
- ✓ Anti-terrorism
- ✓ Port Security
- ✓ Business Continuity developments (especially concerning pandemic risk)
- ✓ 'Spontaneous' co-operation following incidents: help offered by private sector

# Specific initiatives

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- ✓ Co-operation on a Strategic Level (VNO-NCW, other coordinating organizations)
- ✓ Co-operation between government departments and their 'private' counterparts: strengthening of departmental crisis management
- ✓ Counter Terrorism: 'system of alerts' (levels of preparedness for private & public organizations in specific 'sectors')
- ✓ 'National Center for protection of Vital Infrastructure (Nationaal Adviescentrum Vitale Infrastructuur)
- ✓ National Strategy on Cyber Crime

# Specific initiatives

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- ✓ National Safety & Security Program (focus on assets/ capacities and national threats) (Nationale Veiligheid)
- ✓ National Exercises Bonfire, 'Waterproef' and Voyager
- ✓ 'Strategic summit on Crisis management' (2009)
- ✓ Specific 'gentlemen' agreements/ MOU's' in specific sectors
- ✓ Activism risk: closer PP partnerships
- ✓ Regional Risk Profiles



# Challenges



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# Challenges

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- ✓ Knowledge/ insights
- ✓ 'Language'
- ✓ Pride...
- ✓ Real understanding
- ✓ Liabilities
- ✓ Confidentiality
- ✓ Trust
- ✓ Time



# Public/Private Partnerships: the US experience

Greg Shaw, D.Sc., Associate Professor – EMSE  
Co-Director GWU ICDRM

# Bringing the Public and Private Sectors Together

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- ✓ Public – Private Partnerships  
Why and What are they?
- ✓ Why should the public and private sectors partner/collaborate?  
Motivators and Barriers

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# Critical Infrastructure and Key Resources



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# HSPD 7 (12/17/2003)

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## Policy

It is the policy of the United States to **enhance the protection** of our Nation's critical infrastructure and key resources against terrorist acts that could:

- (a) cause **catastrophic health effects or mass casualties** comparable to those from the use of a weapon of mass destruction;
- (b) **impair Federal departments and agencies'** abilities to perform essential missions, or to ensure the public's health and safety;
- (c) **undermine State and local government capacities** to maintain order and to deliver minimum essential public services;
- (d) **damage the private sector's capability** to ensure the orderly functioning of the economy and delivery of essential services;
- (e) have a negative effect on the economy through the **cascading disruption** of other critical infrastructure and key resources; or
- (f) **undermine the public's morale** and confidence in our national economic and political institutions.

# Critical Infrastructure

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## CRITICAL INFRASTRUCTURE DEFINED

- ✓ Critical Infrastructure. “**Systems and assets**, whether physical or virtual, so vital that the incapacity or destruction of such may have a **debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any Federal, State, regional, territorial, or local jurisdiction.**” (NIPP 2009)

# Key Resources

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From the HSA (2002)

**Publicly or privately** controlled resources essential to the minimal operations of the economy and government.

# Critical Infrastructure and Key Resources (NIPP 2009)

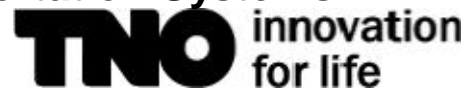
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Our Nation has identified **18 sectors of critical infrastructure and key resources**, each with cross-cutting physical, cyber, and human elements:

- Agriculture and Food
- Banking and Finance
- Chemical
- Commercial Facilities
- Commercial Nuclear Reactors, Materials, and Waste
- Critical manufacturing
- Dams
- Defense Industrial Base
- Drinking Water and Water Treatment Systems
- Emergency Services
- Energy
- Government Facilities
- Information Technology
- National Monuments and Icons
- Postal and Shipping
- Public Health and Health Care
- Telecommunications
- Transportation Systems



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# NIPP (2006 and 2009)

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<http://www.dhs.gov/nipp>

Unifying structure for a single national program to integrate CI/KR protection

Collaborative effort amongst:

1. Private sector;
2. State, territorial, local and tribal governments;
3. NGOs
4. Federal government



# Organizing and Partnering for CI/KR Protection

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Coordinating Councils – Government and Private Sector

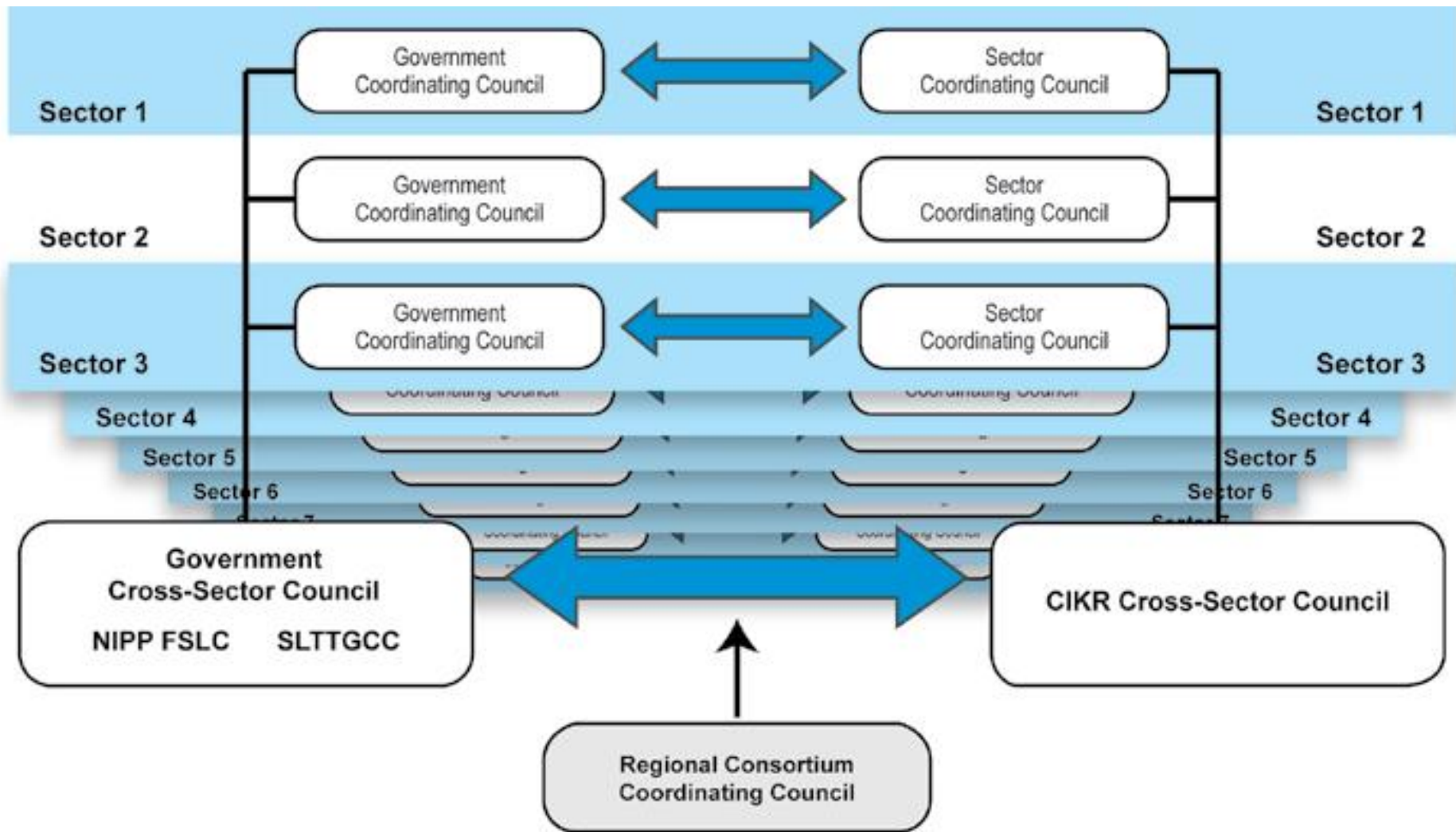
Cross-Sector Councils –

Government: FSLC and SLTGCC

Private: PCIS

Overall Council - CIPAC

Information Sharing and Advisory Centers (ISACS)



## NIPP Overview



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# Community Level Public/Private Partnerships



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# Past and Current Initiatives

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- ✓ PPP 2000 – Working Together to Reduce Vulnerability to Natural Hazards (1997 – 1999)
- ✓ Project Impact – Building a Disaster Resistant Community (1997 – 2002)
- ✓ NRC – Private-Public Sector Collaboration to Enhance Community Disaster Resilience (2009 – 2010)

# PPP 2000 Key Components of Disaster Recovery Business Alliances

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1. They are **community-based** and **community-driven**;
2. They involve strong **public/private sector collaboration**;
3. They are based upon a **hazard and risk assessment**;
4. They recognize the importance of land use planning and building codes as **mitigation tools**;
5. They recognize the role of **incentives**; and
6. They integrate professional training opportunities, **public awareness and education for all sectors** of the community into the whole process.

# Three Basic Principles of Project Impact

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1. Preventive actions must be decided at the **local level**;
2. **Private sector** participation is vital;
3. Long term efforts and investments in **prevention measures** are essential.

# NRC Workshop

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DHS request to **assess current state of the art** in private – public sector collaboration dedicated to strengthening community disaster resilience, to identify gaps, and to recommend research areas.

[http://download.nap.edu/cart/deliver.cgi?record\\_id=12864](http://download.nap.edu/cart/deliver.cgi?record_id=12864)

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# Private Sector Pre 9/11

Roles?

Responsibilities?

Coordination?



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# Beyond Business Continuity: The Role of the Private Sector in Preparedness Planning

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Kayem, J. and Chang, P. (2002), "Beyond Business Continuity: The Role of the Private Sector in Preparedness Planning." Perspectives on Preparedness, August 2002.

“While Business Continuity is essential, there is an even **greater need for an integrated public and private domestic preparedness strategy**, one that views the private sector not merely as a profit making entity, but as an entity responsible ... for protecting life and ensuring security.”

Government “officials have noted that rethinking the **role of the private sector in disaster planning** is essential for many reasons. But much **more needs to be done rather than simply expressed**”

# Private Sector Responsibilities

NFR (2008)

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- ✓ Plan for the **protection of employees**, infrastructure, and facilities
- ✓ Plan for the protection of information and the **continuity of business operations**
- ✓ Plan for **responding to and recovering** from incidents that impact their own infrastructure and facilities
- ✓ **Collaborate with emergency management personnel** before an incident occurs to ascertain what assistance may be necessary and how they can help
- ✓ Develop and **exercise** emergency plans before an incident occurs
- ✓ Establish **mutual aid and assistance agreements** to provide specific response capabilities when appropriate
- ✓ Provide assistance (including volunteers) to **support local emergency management** and public awareness during response and throughout the recovery process

# The Role of the Private Sector post 9/11

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“The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the **private sector to work seamlessly** to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.” NIMS (2008)



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# Definitions

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**Partnerships**

**Collaboration**

**Resiliency**

**Success**

# Remembering our Definitions

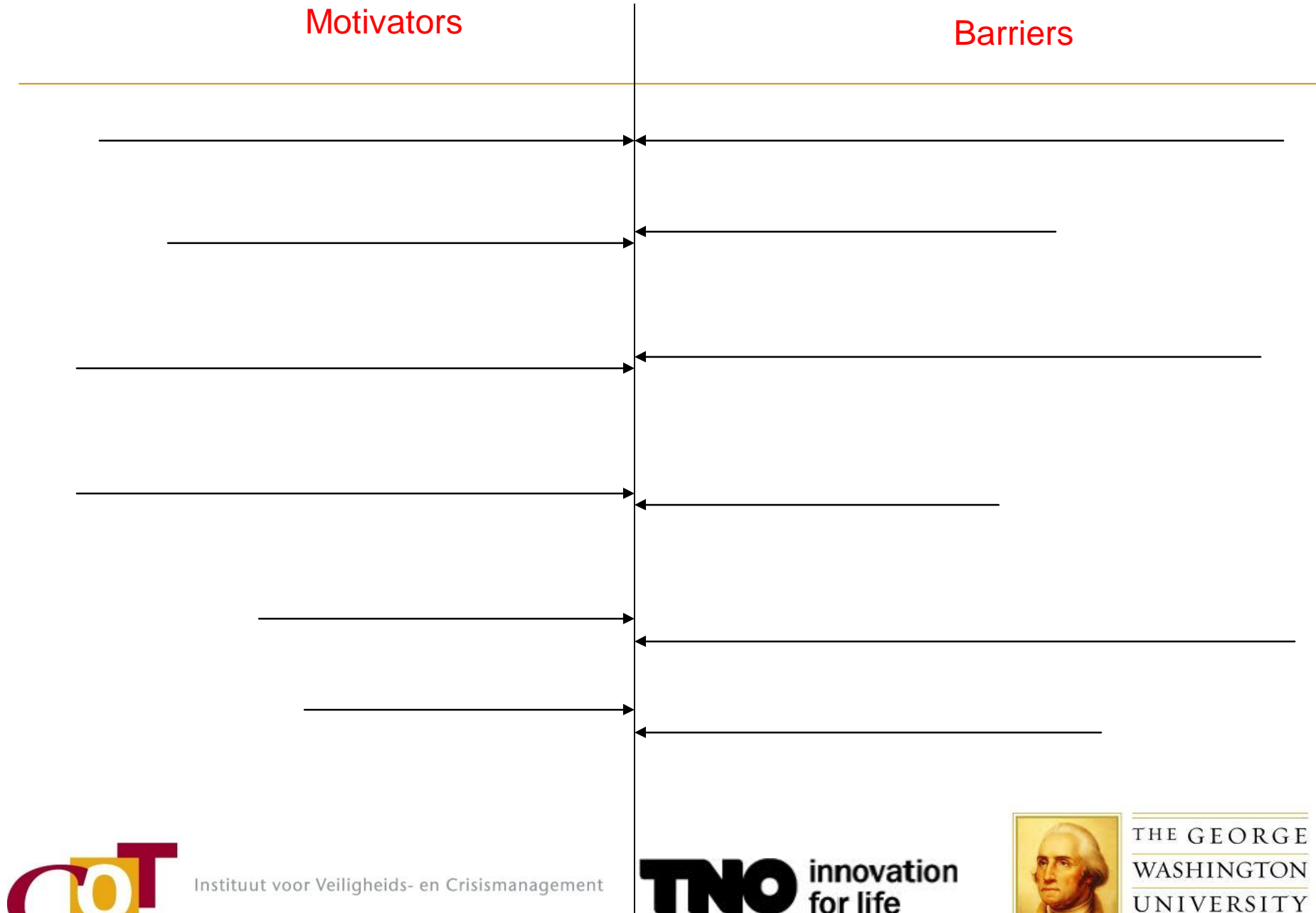
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**Barriers** to Public and Private Sector Involvement

**Motivators** for Public and Private Sector Involvement

+  
Motivators

-  
Barriers



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# Considering the Motivators and the Barriers

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What is the **process** for establishing Public/Private Partnerships?

# Michigan State University CIP: Partnership Model

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<http://www.cip.msu.edu/>

1. Identify public and private sector stakeholders to **co-share leadership**.
2. Ask leaders to **bring others** to the table.
3. Identify **common issues** on emergency preparedness for collaboration.
4. Identify **new resources** in the community to mitigate the impact of critical incidents.
5. Determine the **challenges** that participating organizations encounter.
6. Create **sustainability** in the partnership by conducting a needs assessment, setting goals and task performance.



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# Public-Private Partnerships Literature Review Summary Report

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Oak Ridge Institute for Science and Education April 2001

## Characteristics of Successful Partnerships

1. Demonstrated **benefit** to businesses and the government
2. Businesses see something in it for them in terms of **financial rewards** or **positive public relations**
3. Understanding of **how each other thinks** and the reasons for their differences



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# Public-Private Partnerships Literature Review Summary Report

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Oak Ridge Institute for Science and Education April 2001

***“When we went to business and asked them what they needed to be prepared, they asked what did we mean when we say disaster preparedness?”***

What are the standards for preparedness?

## Public Law 110-53: Implementing Recommendations of the 9/11 Commission Act of 2007 (Aug 3)

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Requires DHS to provide for the development of a voluntary certification program for **all-hazards business emergency preparedness**.

1. Goal – Create an independent method to certify
2. Voluntary
3. Market-based incentives
4. Administered outside the government
5. DHS to designate accrediting bodies
6. DHS to specify standards



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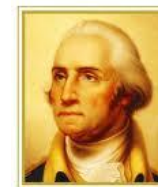
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