



# PUBLIC-PRIVATE PARTNERSHIPS IN EMERGENCY SERVICES

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# Learning Objectives

- ▶ As a result of this presentation, participants will understand:
  1. What a public-private partnership is.
  2. How Broome County has use public-private partnerships to enhance its deliver of services.
  3. The benefit of public-private partnership.
  4. How to maintain a public-private partnership.

“There's no way government can solve the challenges of a disaster with a government centric approach. It takes the whole team.”

-FORMER FEMA ADMINISTRATOR CRAIG FUGATE

# What is a Public-Private Partnership?

- ▶ Contractual arrangement between a public agency and a private entity.
- ▶ Skills and assets are shared
- ▶ Delivery of service or a facility
- ▶ Used by general public
- ▶ Shared Risk and Reward

# What can you do with a public-private partnership?

- ▶ Enhance situational awareness
- ▶ Improve decision making
- ▶ Access more resources
- ▶ Expand reach and access for communication efforts
- ▶ Improve coordination with other efforts by segments of the private sector
- ▶ Increase the effectiveness of emergency management efforts
- ▶ Maintain strong relationships, built on mutual understanding
- ▶ Create more resilient communities

# What can you do with a public-private partnership?

- ▶ Mission Enhancement

# Broome County's Partnerships

- ▶ American Red Cross
  - ▶ Sheltering
  - ▶ Family Assistance Centers
  - ▶ Disaster Mental Health
- ▶ Broome County United Way
  - ▶ Donations Management (monetary)
  - ▶ 211
- ▶ Mental Health Association of the Southern Tier
  - ▶ Disaster Mental Health
- ▶ Broome County Community Organizations Active in Disaster (COAD)
  - ▶ Spontaneous Volunteer Management
  - ▶ Donations Management (physical)
- ▶ ASPCA
  - ▶ Animal Response during Disasters
- ▶ AT&T
  - ▶ Radio Tower



# Future Partnerships

- ▶ Cornell Cooperative Extension
  - ▶ Agriculture Emergency Response
- ▶ Senior Centers
  - ▶ Community Resiliency project

# Making a Successful Partnership



# Making a Successful Partnership

- ▶ The National Council for Public-Private Partnerships talks about **seven** key “best practices” in development of a public-private partnership.

# Making a Successful Partnership

► **1) PUBLIC SECTOR CHAMPION:**

Recognized public figures should serve as the spokespersons and advocates for the project and the use of a public-private partnership. Well-informed champions can play a critical role in minimizing misperceptions about the value to the public of an effectively developed public-private partnership.

# Making a Successful Partnership

## ► **2) STATUTORY ENVIRONMENT:**

There should be a statutory foundation for the implementation of each partnership. Transparency and a competitive proposal process should be delineated in this statute. However, unsolicited proposals can be a positive catalyst for initiating creative, innovative approaches to addressing specific public sector needs.

# Making a Successful Partnership

## ► **3) PUBLIC SECTOR'S ORGANIZED STRUCTURE:**

The public sector should have a dedicated team for public-private partnership projects or programs. This unit should be involved from conceptualization to negotiation, through final monitoring of the execution of the partnership. This unit should develop Requests For Proposals (RFPs) that include performance goals, not design specifications. Consideration of proposals should be based on best value, not lowest prices. Thorough, inclusive value for money (VFM) calculations provide a powerful tool for evaluating overall economic value.

# Making a Successful Partnership

## ► **4) DETAILED CONTRACT (BUSINESS PLAN):**

A public-private partnership is a contractual relationship between the public and private sectors for the execution of a project or service. This contract should include a detailed description of the responsibilities, risks and benefits of both the public and private partners. Such an agreement will increase the probability of success of the partnership. Realizing that all contingencies cannot be foreseen, a good contract will include a clearly defined method of dispute resolution.

# Making a Successful Partnership

## ► **5) CLEARLY DEFINED REVENUE STREAM:**

While the private partner may provide a portion or all of the funding for capital improvements, there must be an identifiable revenue stream sufficient to retire this investment and provide an acceptable rate of return over the term of the partnership. The income stream can be generated by a variety and combination of sources (fees, tolls, availability payments, shadow tolls, tax increment financing, commercial use of underutilized assets or a wide range of additional options), but must be reasonably assured for the length of the partnership's investment period.



# Making a Successful Partnership

## ► **6) STAKEHOLDER SUPPORT:**

More people will be affected by a partnership than just the public officials and the private sector partner. Affected employees, the portions of the public receiving the service, the press, appropriate labor unions and relevant interest groups will all have opinions, and may have misconceptions about a partnership and its value to all the public. It is important to communicate openly and candidly with these stakeholders to minimize potential resistance to establishing a partnership.

# Making a Successful Partnership

## ► **7) PICK YOUR PARTNER CAREFULLY:**

The “best value” (not always lowest price) in a partnership is critical in maintaining the long-term relationship that is central to a successful partnership. A candidate’s experience in the specific area of partnerships being considered is an important factor in identifying the right partner. Equally, the financial capacity of the private partner should be considered in the final selection process.

# The Partners

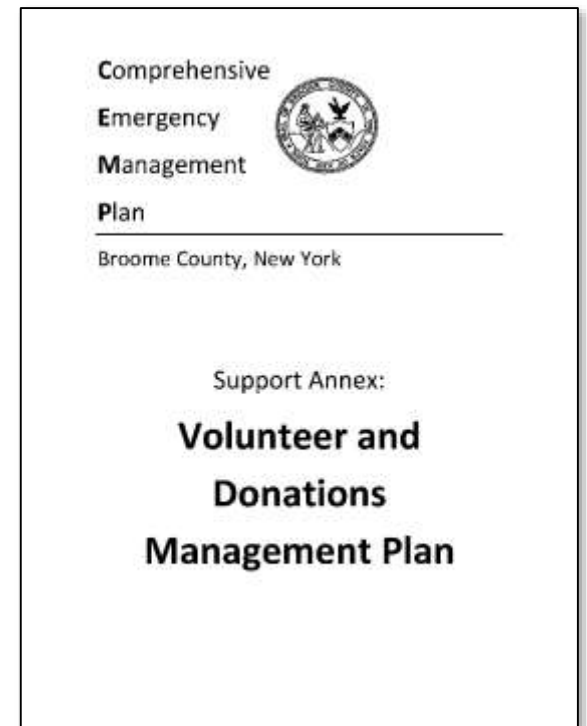


# Broome County's Partnerships

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# Volunteer & Donations Management Plan

- Plan Components
  - Spontaneous Volunteers
  - Physical Donations
  - Monetary Donations
  - Information Management

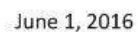
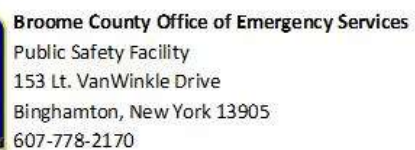


# Broome County Office of Emergency Services



# Broome County Office of Emergency Services

- ▶ Mission:  
To provide planning, training, resources, response, warning, coordination and information through communications to the public, elected officials and public safety agencies to assist them in preparing for, responding to and mitigating emergencies and disasters which affect the residents of Broome County.
- ▶ Four Divisions
  - ▶ Communications
  - ▶ Emergency Management
  - ▶ Emergency Medical Services
  - ▶ Fire Prevention and Control





# Parent Organization

- ▶ We are all part of larger governmental organizations
  - ▶ Keep in perspective how that affects your partnerships

# Broome County Community Organizations Active in Disaster



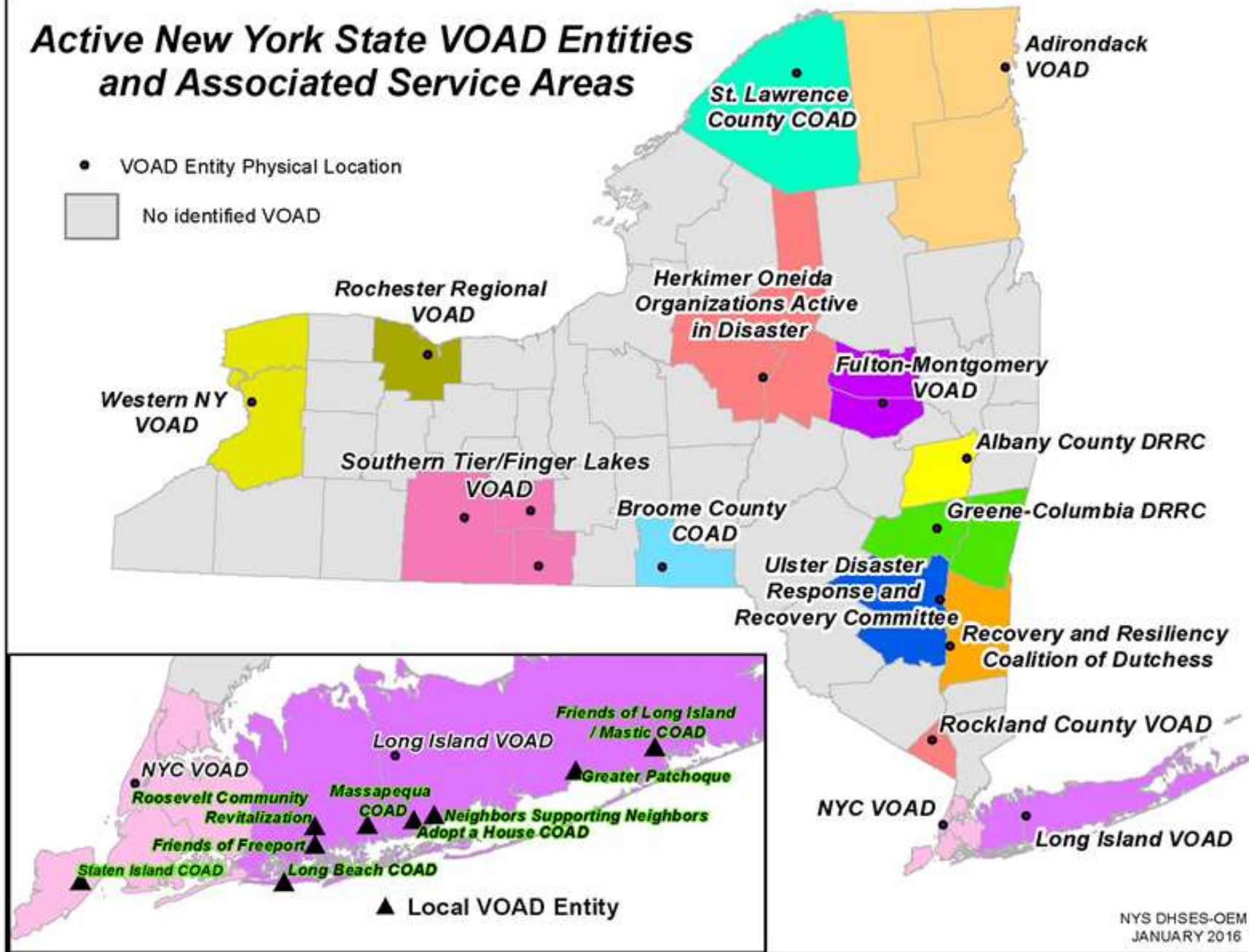
# What is a COAD?

- Community Organizations Active in Disaster
- Non-Partisan forum to promote and expand the Four C's
  - Cooperation
  - Communication
  - Collaboration
  - Coordination
- Not a response or recovery organization in itself
- Comprised of member organizations and affiliates
- Not a government entity nor controlled by government
- Exists throughout the disaster cycle

# Active New York State VOAD Entities and Associated Service Areas

• VOAD Entity Physical Location

□ No identified VOAD



# Levels of VOAD

## Local / Regional VOAD

*Individuals, community,  
grassroots organizations,  
local and county resources*

## State VOAD

*Forum for the Four C's,  
state directory,  
multi-media, guidance*

## National VOAD

*Best Practices,  
templates,  
organizational  
guidance,  
National VOAD  
Conference*

# Broome County COAD Mission & Vision

## Mission

- ▶ To provide a collaborative structure to coordinate the work of community organizations and resources to mitigate, prepare for, respond to, and recover from disasters in Broome County, NY.

## Vision

- ▶ To become a coordinating hub for community organizations acting within the disaster management cycle

# History



Visit **bccoad.org** for more information

# Broome County and BCCOAD

## ► Goals

- COAD will **coordinate** with its membership agencies to streamline volunteer response to disaster
- Effectively **coordinate** unsolicited in-kind material donations by the general public in the event of a disaster
- Effectively **coordinate** spontaneous unaffiliated volunteers...
- Assist in effective financial donation allocations for long-term recovery



# Membership Coordination

- ▶ Communicate with its members to prevent the duplication of services and streamline disaster recovery.

# Donations Management (Physical)

- ▶ COAD coordinates physical donations management
  - ▶ Collection points
  - ▶ Warehousing
  - ▶ Distribution
- ▶ Use of partner organizations

# Donations Management (Monetary)

- ▶ Coordinates the Unmet Needs Committee
  - ▶ Provides recommendations on allocation of donated funds
- ▶ COAD does not receive or give money directly.

# Volunteer Management

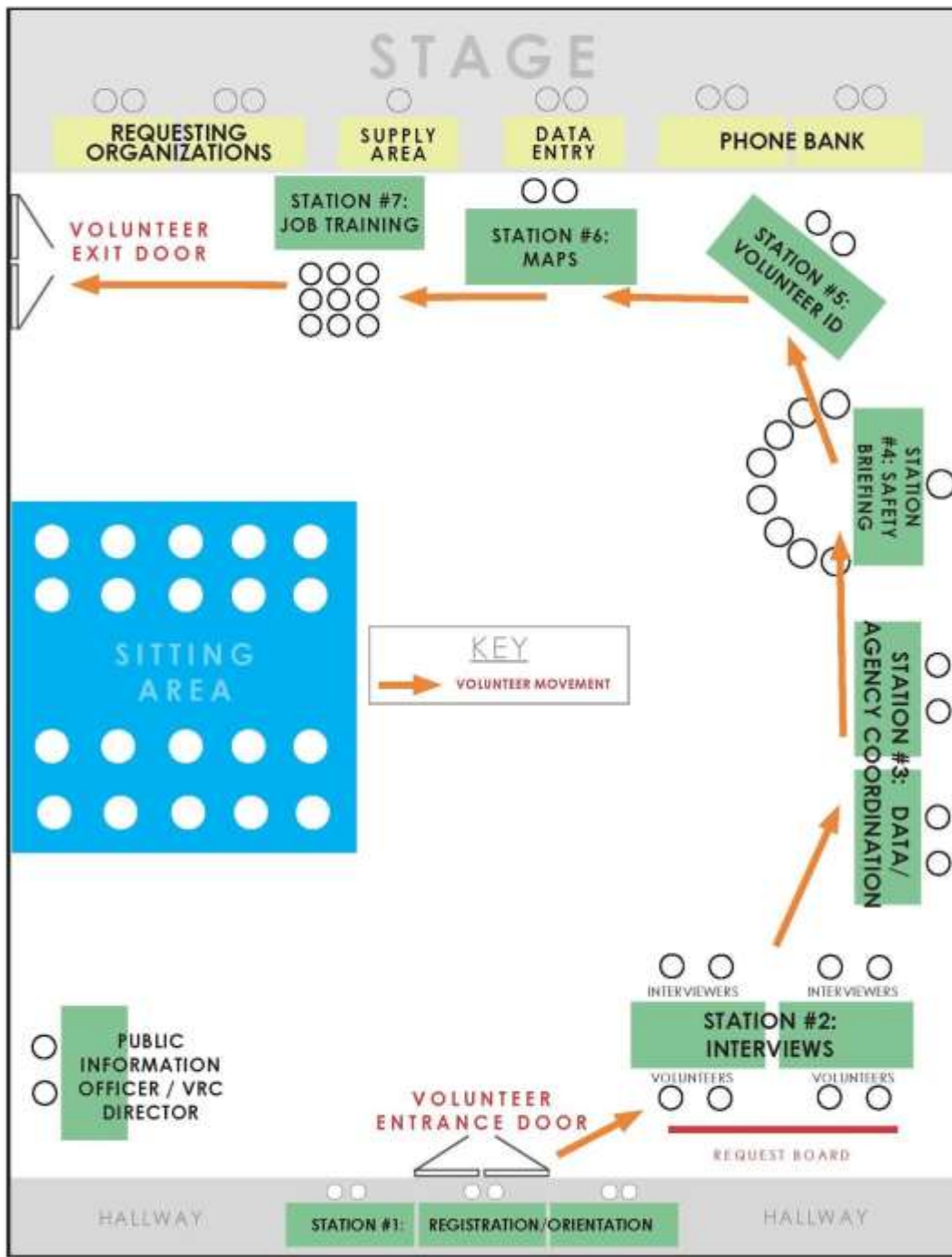
- ▶ COAD organizes and oversees the Volunteer Reception Center
  - ▶ Process and register spontaneous, unaffiliated volunteers
  - ▶ Match volunteer with agencies needing assistance in long-term recovery
  - ▶ Provide public with ah means for making volunteer requests and offers online
    - ▶ Recovers.org

# Broome's Commitment to COAD

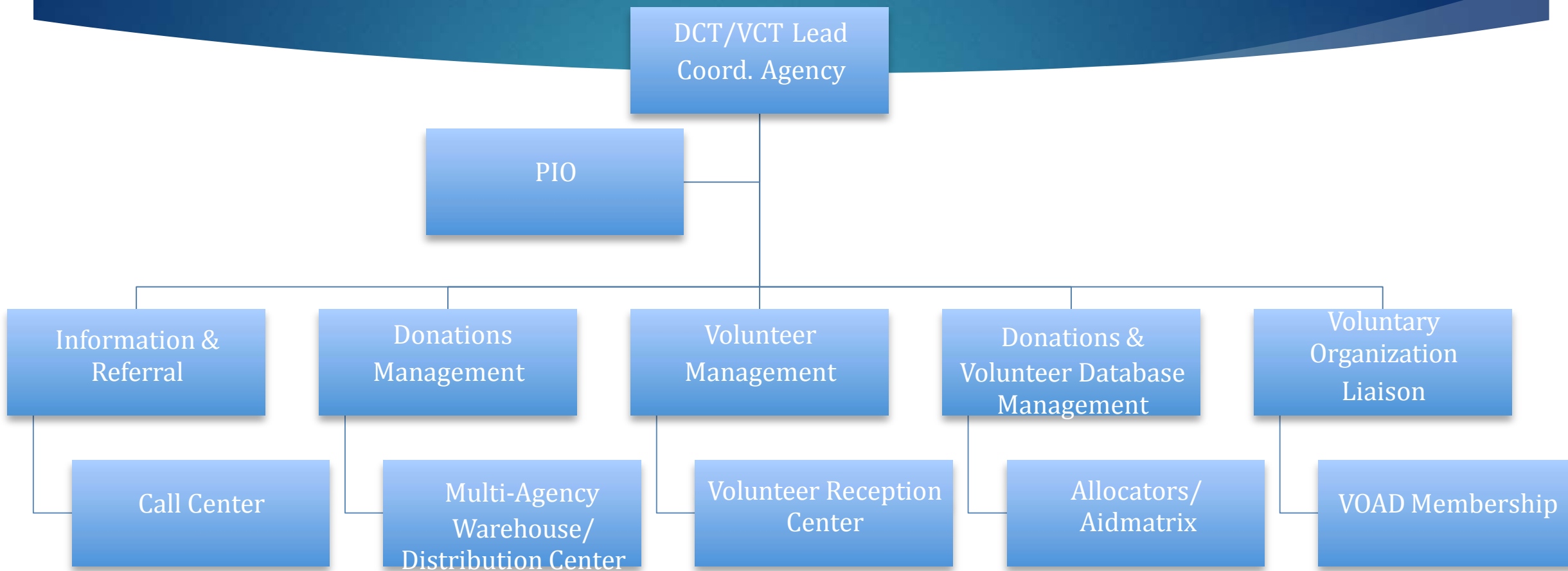
- ▶ Seat in the EOC
- ▶ Inclusion in planning process
- ▶ Inclusion in Training and Exercise process

# Volunteer Reception Center Exercise

- ▶ COAD was the lead agency
  - ▶ HSEEP Compliant
- ▶ Emergency Services provide support/guidance
  - ▶ Made connections to Public Safety Organizations



# VRC Organization





# United Way of Broome County

2-1-1  
SUSQUEHANNA RIVER  
REGION



**United Way  
of Broome County**

Susquehanna River Region   
**2-1-1**™  
Get Connected. Get Answers.

# Broome County and United Way

## ► Goals

- Assure that people in life-threatening, public safety or emergency situations are appropriately transferred to 9-1-1.
- Assist 9-1-1 with the handling of non-emergency calls appropriate for 2-1-1
- Establish the participation of United Way in the Joint Information System during emergencies.
- Designate the United Way as the principal manager of monetary donations during disasters on behalf of Broome County.

# What is 2-1-1?

- ▶ United Way – 2-1-1 overview
  - ▶ 2-1-1 relieves pressure on 9-1-1 by providing a number for citizens to call for non-emergency human services needs.
- ▶ 2-1-1 provides citizens with critical non-emergency assistance such as:
  - ▶ Information on evacuation and return routes
  - ▶ Shelter/housing
  - ▶ Food
  - ▶ Social services
  - ▶ Family reunification status
  - ▶ Traffic closures
  - ▶ School/work closures
- ▶ Vulnerable Populations
  - ▶ Special needs shelters
  - ▶ Projects and programs to identify vulnerable populations

# What is 2-1-1?

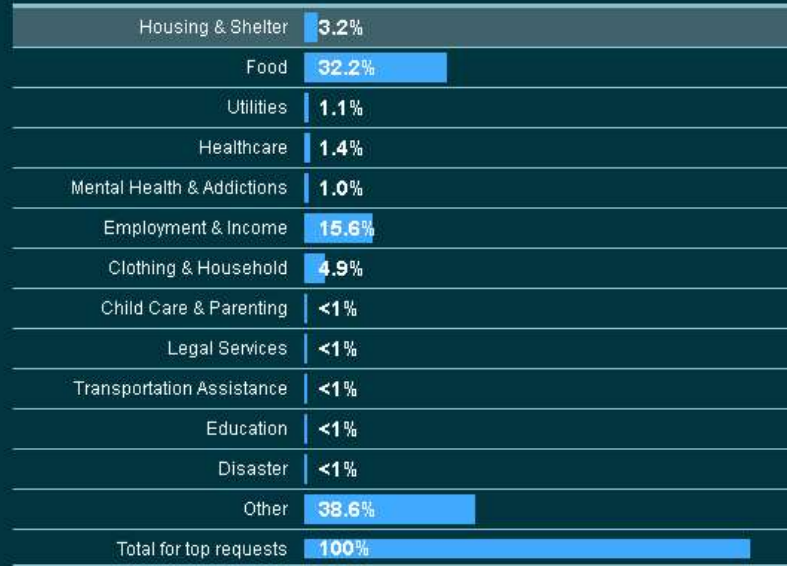
- ▶ You have 2-1-1 coverage
- ▶ Insights into what is going on in your community
  - ▶ Day to Day and During a Disaster
  - ▶ [ny.211counts.org](http://ny.211counts.org)



Top service requests Feb 22, 2018 to Feb 20, 2017

TOP REQUEST CATEGORIES

Display as: ☒ PERCENT ☐ COUNT



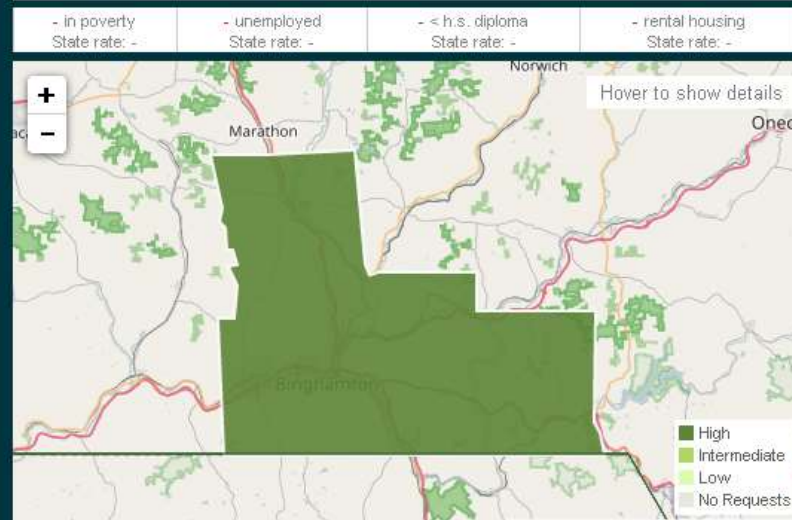
TOP HOUSING & SHELTER REQUESTS



Requests by County Housing & Shelter | Broome, NY

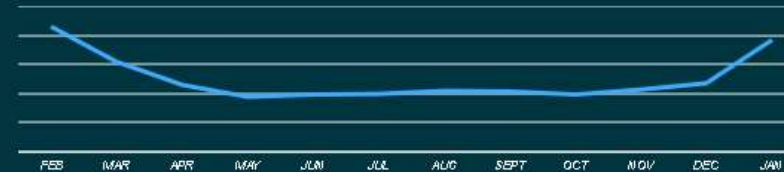
View By: ☒ ZIP Code ☐ County

ZIP Code - Requests - Adult Population -



Request by time

ALL TOP REQUESTS IN THE LAST YEAR



Housing & Shelter requests in the last year



# 2-1-1 and 9-1-1 Interface

- ▶ Goal to make sure we are routing calls to the right call center
  - ▶ Training for both side what was to be handled by 2-1-1 and 9-1-1
  - ▶ Quick transfer button on phone consoles

# Joint Information System

- ▶ Added seat for 2-1-1 in the EOC or JIC
  - ▶ PIO staff trained on function of 2-1-1
- ▶ Bi-Directional Information Sharing
  - ▶ Road closures
  - ▶ Shelter Location vs Shelter Needs
  - ▶ POD Locations vs POD Needs
- ▶ Training & Exercises

# Donations Management (Monetary)

- ▶ Designated the United Way as manager of any monetary donations on behalf of the county.
  - ▶ Sets up a separate disaster relief fund



# Benefits of Public Private Partnerships

AS SEEN IN BROOME COUNTY

# Benefits Overview

- COAD has allowed County to reach organizations and populations it wouldn't otherwise have access to.
  - Relationship allows community to be more efficient with its resources due to coordination
  - Duplication is reduced
- 2-1-1 allows the County to provide comprehensive human services information
  - Reduces the stress on the 911 system and reserves it for life threatening emergencies

# 2006 Flood

- 500-year flood broke records by 4 feet in some areas
- Flood impacted 48 of 67 Counties in Susquehanna River Basin
- Unmet Needs committee distributed \$725,000.00 in relief funds
  - Coordinated by COAD
  - Money managed by United Way
- 2-1-1 handled hundreds of calls in response to disaster
- COAD facilitated long-term recovery process

# 2011 Flood

- 2-1-1 handled 900 calls in first day and hundreds of call a day for the first week
- Community came together under COAD umbrella
- Allocated funds for unmet long term needs such as housing and appliance repairs
- Numbers:
  - 24,000 people evacuated
  - 2,500 people sheltered, >100 pets sheltered
  - 7,000 damaged structures
  - 9,102 FEMA applicants in Broome County
  - \$950,000 distributed to families through Unmet Needs Committee

# Benefits

- ▶ Has allowed Emergency Services to provide better and more comprehensive services to the community while utilizing less resources
- ▶ It is making us a more resilient community

# Maintenance



# Maintenance

- ▶ You must maintain the partnership
  - ▶ FEMA – “PADRES”
    - ▶ Publicly Accessible
    - ▶ Dedicated
    - ▶ Resourced
    - ▶ Engaged
    - ▶ Sustainable

# Maintenance

- ▶ Publicly Accessible
  - ▶ Information about the partnership are publicly accessible
  - ▶ Helps build public trust (before, during, and after a disaster)



# Maintenance

- ▶ Dedicated
  - ▶ Identify a point of contact (for both organizations)
    - ▶ Who is responsible for implementation of the goals of the partnership
  - ▶ Identify where those points of contact are in the organizational structure

# Maintenance

- ▶ Resourced
  - ▶ Ensure the necessary funding, facilities, tools, etc. are provided to support the partnership.

# Maintenance

- ▶ Engaged
  - ▶ There must be active two-way communication between the partners
    - ▶ At all levels of the partnership
  - ▶ Build the partner into your Training and Exercises

# Maintenance

- ▶ Sustainable
  - ▶ Sustainable partnerships are supported by the necessary resources
  - ▶ Activities and communications take place throughout the year

Questions?



# Contact Information

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