



CRISIS MANAGEMENT STRATEGIES



Fostering Communication
between the Public and
Private Sectors

Ricky D. Tompkins, Ed.D.
Melodie A. Marcks, M.S.P.H.



COPS
COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE



NWACC
NORTHWEST ARKANSAS
COMMUNITY COLLEGE



NCCRI
National Community College Research Institute



information

planning

RECOVERY

system

contingency

plan

functions

systems

procedures

alternate

four

personnel

requirements

testing

follow

plans

team

support

storage

federal

phase

response

notification

facility

reconstitution

contact

operations

time event

disruption

backup

response

data

process

business

backup

software

guid

organization

equipment

controls

damage

prepare

media

impact

emergency

activities

mission/business

location

process

coordinator

appro

community

nca

cha

response

Crisis Management Strategies Fostering Communication between the Public and Private Sectors

Ricky D. Tompkins, Ed.D.

Associate Vice President, Research and Planning

Executive Director, National Community College Research Institute

NorthWest Arkansas Community College

Melodie A. Marcks, M.S.P.H.

Director, Institute for Corporate and Public Safety

NorthWest Arkansas Community College

Cover photos:

(Top) San Antonio, Texas, August 29, 2008. A joint operations briefing took place in the Alamo Command Center in San Antonio. FEMA worked with state, local, and other federal agencies in a joint operation in preparation for Hurricane Gustav's land fall. Photo by FEMA/Patsy Lynch

(Bottom) © Shutterstock/Tad Denson

The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

The Internet references cited in this publication were valid as of the date of this publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

ISBN: 978-1-935676-49-2

April 2012

Contents

Letter from the Director	1
Introduction	3
Whole Community Initiative	5
Mitigation.	6
Preparedness	7
Response.	8
Recovery	9
Preparedness Challenges	11
Fusion Centers and Regional Consortium Coordinating Councils . .15	
Business Emergency Operation Centers.	19
Moving Forward	23
Recommendations	25
About the COPS Office	26



U.S. DEPARTMENT OF JUSTICE
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES
Office of the Director
145 N Street, N.E., Washington, DC 20530

Dear Colleagues,

Although there are many barriers to overcome in emergency response, there is no debate that community oriented policing, when implemented properly in emergency management situations, promotes an environment of partnerships, prevention, and problem solving.

Understanding the importance of strong partnerships during a crisis, and in an effort to improve practices and policies in emergency management, the COPS Office sponsored a national focus group in July 2011 to discuss communication and collaboration between the public and private sectors in emergency preparedness and response. The group was composed of first responders, small business owners, leaders from Fortune 500 companies, and private citizens who discussed collaboration challenges and made recommendations for the future.

Guided by the results of the focus group, Crisis Management Strategies: Fostering Communication between the Public and Private Sectors identifies ways in which efficient resource allocation and effective collaboration schedules can help public safety departments and private institutions establish appropriate responses to emergency situations.

By developing effective strategies in public-private partnerships and communicating these strategies to all officers and the public, law enforcement will gain the advantage of strong relationships with internal, external, and political audiences. By adopting a "whole community" approach to emergency management, public safety becomes holistically organized throughout the nation.

I am proud to share this resource with you and hope you will find this publication helpful in your local efforts.

Sincerely,

A handwritten signature in black ink that reads "Bernard K. Melekian".

Bernard K. Melekian, Director

Office of Community Oriented Policing Services

Introduction

Catastrophic events such as the terrorist attacks of September 11, 2001, Hurricane Katrina, or the Category 5 tornado in Alabama have brought to light concerns regarding preparedness, response, recovery, and the need for collaboration between the public and private sectors. First responders simply are not equipped to meet all the needs of such large-scale events, requiring the assistance and support of the private sector.

On July 14, 2011, the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office) sponsored a national focus group to discuss the strengths of, and opportunities for improvement in, communication and collaboration between both sectors in emergency preparedness and response. The group was composed of first responders, small business owners, leaders from Fortune 500 companies, and private citizens at NorthWest Arkansas Community College in Bentonville, Arkansas.

Several overarching questions directed the focus group throughout the day with comments and commentary regarding these questions:

- How are local law enforcement agencies communicating with the private sector?
- How are fusion centers communicating with the private sector?
- How is the private sector communicating with law enforcement, both locally and regionally?
- What information is being exchanged?
- Would a centralized Business Emergency Operations Center (BEOC) improve information flow?

Guided by the subject matter experts' presentations and the open discussions from the July 2011 focus group, this publication seeks to (1) provide information regarding the current state of public and private sector partnerships and cooperation within the emergency response structure; (2) point out best practices and areas of improvement; (3) explain the benefits and need for a centralized BEOC; and (4) describe examples of successes in public and private sector emergency response.

The question is not *whether* a crisis event, either large or small, will occur in a community but rather *when* will one occur. Combined efforts with effective communication between the public and private sectors are essential to success in response and community recovery.



Photo: U.S. Coast Guard/Lieutenant (Junior Grade) Erin Dixon

Branford, Connecticut, August 28, 2011. Waves crash ashore along the beach caused by Hurricane Irene.


Whole Community Initiative

Major events over the last decade have illustrated the need to engage outside the public sector. Federal and state agencies throughout the nation have begun programs, such as the Ready Initiative and National Preparedness Month, which inform and employ all citizens to be prepared in case of a disaster. While progressive local-level agencies and private sector partners have also embraced such approaches, the idea of a cultural shift in personal sustainability at a citizen-, business-, and area-level requires an additional coordinated approach that involves the public and private sectors.

Though this level of cooperation is found within the emergency management cycle, there is still a need for improvement to ensure community recovery does occur. First responders must initiate discussion with the private sector for resource inventory; community response planning; and collaboration of knowledge, personnel, and equipment ready for use during a crisis event.

All emergencies and disasters require a comprehensive response from the local community that involves multiple public and private sector entities. By adopting a “whole community” approach to emergency management—beginning at the core levels with citizen personal preparedness and engaging the private sector, non-governmental organizations (NGOs), educational institutions, faith-based organizations, volunteer organizations active in disasters (VOADS), and the public sector—we become holistically organized as a nation.

The key to engaging the whole community and including a wide breadth of members in emergency management and response is to establish roles for all involved during the planning process, before a crisis occurs. The necessary, extensive pre-planning should include coordinated meetings and exercises for community preparation. All of this will enable the plan to be implemented smoothly, following the emergency management cycle: mitigation, preparedness, response, and recovery.



In preparing for, responding to, recovering from, and mitigating disasters, the private sector must be at the table.”

– Winston Barton
FEMA Region VI, External Affairs,
Private Sector, Denton, Texas

Mitigation

The emergency management process should begin with emergency response planners (e.g., first responders, community leaders, and private sector professionals) assessing risks, hazards, and vulnerabilities (e.g., tornados, floods, or terrorism targets), so that strategies can be put in place to lessen or eliminate them. For hazards specific to the community environment, programs already exist that enable the community to establish their own mitigation projects (e.g., National Fire Protection Association’s Firewise Community Program).

Business and industry programs (e.g., BusinessReady.gov, the CDC Emergency Management Planning Program, and internal company programs) also exist for their markets. However, communitywide mitigation programs tailored jointly for citizens, the private sector, and the public sector are less prevalent. By developing umbrella programs at the local level led by local first responders and government officials, the community works collaboratively rather than individually toward the same objectives, creating a more efficient communitywide response that includes the distribution of equipment and supplies and, therefore, speeding up the time to community recovery.

Preparedness


Inclusive preparedness for natural disasters and other events similar in scale regarding their impact on the community, like all phases within the emergency management cycle, must occur concurrently at the local, regional, state, and national levels. Many private and public sector agencies have mutually invested efforts to prepare, plan, train, and improve together. By preparing through tabletop exercises, after-action reporting, and full-scale live exercises, for example, and including both the public and private sectors in this preparedness process, the community as a whole is more adequately equipped to handle large-scale events. The private sector must be included in the preparedness phase because it owns about 85 percent of the nation's critical infrastructure; thus the public and private sectors must work together to protect these assets.¹



Photo: U.S. Coast Guard/Port Officer 1st Class Tashia Tully.

Baltimore, Maryland, March 14, 2012. Chief Warrant Officer William Dodson, a marine inspector at Coast Guard Sector Baltimore, discusses common, preventable safety deficiencies on vessels with members of various Maryland port communities at the annual Domestic Vessel Branch Industry Day on Tilghman Island, Maryland. Industry Day is an important tool for the Coast Guard in communicating with their port partners.

1. U.S. Government Accountability Office. 2006. *Critical Infrastructure Protection: Progress Coordinating Government and Private Sector Efforts Varies by Sectors' Characteristics*. Washington, D.C.: U.S. Government Accountability Office.



The private sector doesn't respond to disasters after the public sector. The private sector responds in tandem."

– David Henry, Consortium of Business Continuity Professionals, Emergency Management Subject Matter Expert

Response

Citizens, the private sector, NGOs, educational institutions, faith-based organizations, VOADS, and the public sector share a common interest in a sound response, as no jurisdiction in the nation has the required personnel or resources to respond to all areas that need immediate assistance after a major disaster. Comprehensive and aimed programs can combine the resources and expertise of both the public and private sectors specific to the response phase. Thus, citizens, businesses, and organizations can not only prepare for a disaster but also lessen its impact while equipping themselves to respond within documented and practiced response plans designed by both sectors.

States such as Arkansas, Louisiana, and New Jersey have established Business Emergency Operations Centers (BEOC) to bring the private sector and NGO partners into the emergency response decision-making process. (For more information about the BEOC concept, see page 19.)

Recovery

The primary goal of the recovery phase is to restore normalcy to the affected area. Recovery involves the private sector more than the public sector, but effective communication and planning must be in place to help restore community normalcy. A community acting together recovers more efficiently and effectively, subsequently returning its members to a state of normalcy and producing revenue for its businesses.



Photo: FEMA/Tim Burkitt

Phil Campbell, Alabama, May 25, 2011. A volunteer with the Mennonite Disaster Service nails floor joists on the the first home they are building for tornado survivors. FEMA partnered with faith-based organizations to help reach as many survivors as possible.



Photo: FEMA/Ruth Kennedy

Rainsville, Alabama, August 22, 2011. Officer Tim Devlin of the Rainsville Police Department discusses upcoming plans with other Rainsville residents in a FEMA ESF#14 group exercise designed to help citizens express needs for rebuilding their town during a meeting at the Tom Bevill Enrichment Center. Three tornadoes destroyed a large portion of Rainsville on April 27, 2011.



Photo: FEMA/Barbara Pritchard

Sacramento, California, September 7, 2011. National Preparedness Director, Farley Howell (speaking at podium), for FEMA Region IX, reminds the listening crowd at Cal EMA's Be Prepared! emergency preparedness event at the capitol in Sacramento, "There is no season for earthquakes in California, and we all must take the necessary steps to be prepared now." FEMA participated in the event as part of National Preparedness Month, making several of its preparedness brochures available to the attending public.

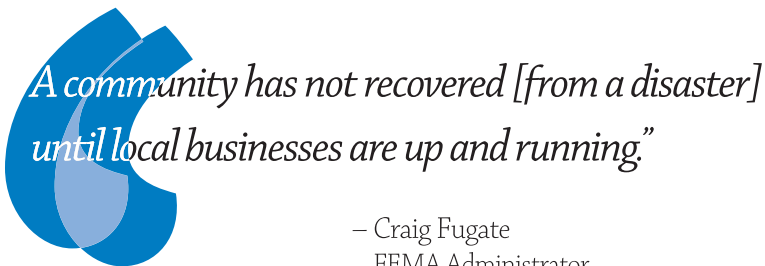
Preparedness Challenges


The preparedness phase involves information dissemination and combined planning exercises, such as education programs that involve the entire community and planning sessions that pull in specialized individuals and groups. Current public sector plans, as well as resource inventories, should be compared with those of the private sector to ensure compatibility. This requires a concerted effort from the public sector to involve and understand the perspectives of the private sector.

By getting both sectors to communicate before a crisis occurs and work together throughout the emergency management cycle, the process of recovery and normalcy will be easier and more effective.

When discussing the private sector's role in the emergency management cycle, who the private sector is must first be understood. Several examples of critical private sector partners include utility companies, transportation providers, retailers, information system owners, hospitals, facility owners, construction companies, and fuel suppliers. All of these partners are essential for effective response and recovery and thus should work closely with public sector entities.

During the prevention and mitigation phases, a high level of intelligence sharing must flow both ways between the public and private sectors. To foster this, a communitywide effort should be made in which both sectors hold combined training events that are cross disciplined. Community leaders from both sectors should work together to conduct resource inventories and risk assessments.





Most every item the public sector counts on for response and recovery is owned, operated, manufactured, or moved by the private sector.”

– David Henry
CBCP, Emergency Management Subject
Matter Expert

Two primary barriers to obtaining private sector involvement are (1) not understanding how to get them invested in the process and (2) not promoting buy-in from both sectors. However, several keys to getting private sector buy-in to communitywide planning include:

- Involving the private sector early
- Engaging the private sector in all phases of the process:
 - Planning
 - Exercises
 - Evaluation
 - After-action improvements
- Reflecting on return on investment (ROI)

Response to crisis situations is where the rubber meets the road; the public and private sectors must coordinate their efforts because effective communication and collaboration drive effective response. Full recovery cannot take place without this partnership. The private sector brings unique subject matter expertise to the response process, and it owns, moves, or otherwise controls assets that are keys to recovery.

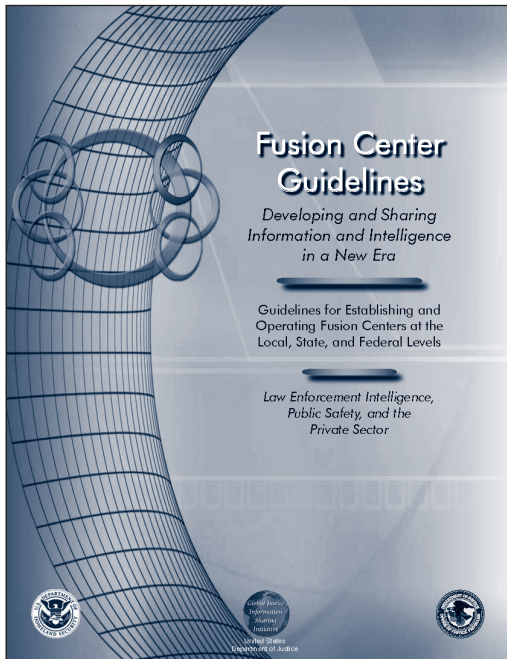
Recovery is the purpose for everything else in the emergency management cycle. For recovery to be done in the most efficient and effective manner, pre-crisis relationships must be built and cultivated. If cooperation between the sectors does not occur until the response phase, increased difficulty will ensue in the coordination effort; recovery will take more time with likely duplication of services.

As such, communication between both sectors is required for effective prevention, mitigation, preparedness, response, and, ultimately, recovery, thus providing a true sense of community normalcy.



Photo: © Terry Underwood Evans/Shutterstock.com

Tuscaloosa, Alabama, April 27, 2011. This mangled Chevron gas station is part of the aftermath of a historic tornado that ravaged the southern United States.



Fusion Center Guidelines is available at the U.S. Department of Justice, Office of Justice Programs' website (http://it.ojp.gov/documents/fusion_center_guidelines.pdf).

Fusion Centers and Regional Consortium Coordinating Councils

In any crisis, effective communication is key to successful response and recovery. In recent years, the implementation of fusion centers and Regional Consortium Coordinating Councils (RCCC) that include communication protocols between the public and private sectors has become common and increasingly successful.

The immense difficulties regarding communication and information sharing has been understood and described as far back as the 9/11 Commission, which in its 2004 report stated, “Information procedures should provide incentives for sharing, to restore a better balance between security and shared knowledge.” Since the events of September 11, 2001, and Hurricane Katrina, the private sector has been shown to have unique knowledge of processes and systems that assist law enforcement and emergency response professionals through the use of coordinated communication and fusion centers. Examples of these methods working effectively include the responses to the 2008 Midwest floods and Hurricanes Gustav and Ike.

As described in the 2006 U.S. Department of Justice publication *Fusion Center Guidelines*, “Fusion refers to the overarching process of managing the flow of information and intelligence across all levels and sectors of government and private industry. [...] A fusion center is an effective and efficient mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to fight crime and terrorism by merging data from a variety of sources.”

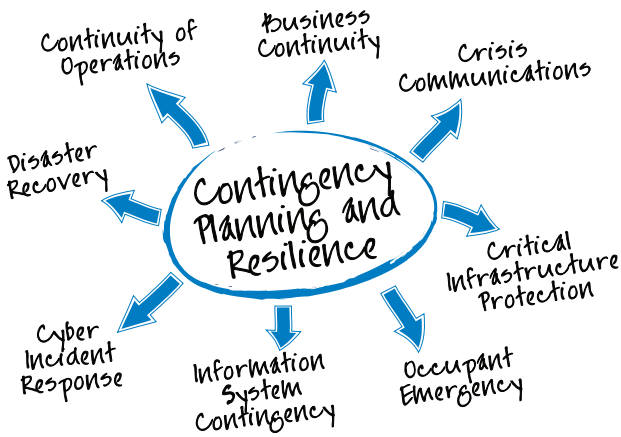
The fusion center concept and its implementation apply a planning and response process that looks at risk, effective communication practices, information-based decision making, and community recovery. By including the private sector in the fusion center and throughout the planning, response, and recovery processes, the public sector can benefit from an increase in resources and varying viewpoints that benefit the community.

Serving the entire United States in effective communication in crisis response and recovery, the RCCC is another successful example of bringing together the public and private sectors in achieving greater efficiency and information sharing during the planning and preparedness process. Relationships are built before a crisis, with groups and individuals trained in various roles within the emergency management cycle and the NIMS system, leaving little-to-no misunderstandings and miscommunication during an event. Resources are known and at the ready, and risk assessments are conducted across sectors. The establishment of similar consortia and the use and implementation of effective fusion centers better enable both sectors to respond adequately to crisis events and assist in recovery efforts.

Members of the RCCC include Alaska Partnership for Infrastructure Protection, All Hazards Consortium, California Resiliency Alliance, ChicagoFIRST, Colorado Emergency Preparedness Partnership, DFW First, Great Lakes Hazards Coalition, InfraGard Los Angeles, InfraGard Minnesota, MidAmerica Business Force, New Jersey Business Force, Pacific Northwest Economic Region (PNWER), SAFEGUARD Iowa, Southeast Emergency Response Network (SEERN), Southeast Regional Research Initiative (SERRI), and the U.S. Chamber of Commerce.

As stated on their website, the goals of the RCCC are:

- Promoting and fostering protection and resilience efforts
- Developing a national policy framework for regional infrastructure protection, prevention, deterrence, response, recovery, and long-term restoration
- Providing the foundation for regional cross-sector collaboration
- Fostering the development of risk-based protection and mitigation measures to enable measurable progress toward robust security and disaster resilience
- Enhancing the education and awareness of critical infrastructure interdependencies



A member of the RCCC through the implementation of its mission, SEERN is a Georgia-based non-profit 501(c)3 serving Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, South Carolina, and Tennessee under one regional network and framework. SEERN approaches public and private outreach from an all-hazards perspective to maximize preparedness and resiliency for the region. SEERN also interfaces with the federal government both on a regional and national basis (e.g., DHS, FEMA, ODNI, and the Legislative Branch).

According to the RCCC’s website (www.r-ccc.org), SEERN was established through the RCCC in 2008 to “bring together established regional entities into a unified forum for coordination with the DHS and the established Critical Infrastructure and Key Resources (CIKR) sector framework.” SEERN’s mission, according to its website,² is to promote and assist in the establishment of public, private, and academic partnerships by connecting to one common operating picture in the southeast—communicating in real time.

2. SEERN’s secure website is not available for public use.

This mission is met through implementing the following five objectives:

1. Become the one common operating picture of the southeast.
2. Drive actionable, real-time, street-level information sharing between the public and private sectors, ideally via fusion centers.
3. Coordinate regional opportunities for all elements of state, local, tribal, and county governments to interface directly with the private sector.
4. Share and drive best practices across the region.
5. Act as a broker and translator between state, local, tribal, and federal governments and the private sector to achieve vital preparedness goals and to become a more resilient region and nation.

Business Emergency Operation Centers

In May 2011, Arkansas was one of eight states participating in the National Level Exercise (NLE 2011) designed to strengthen the nation's capacity to prevent, prepare for, respond to, and recover from all-hazards incidents. The NLE 2011 was the first time the U.S. Department of Homeland Security (DHS) focused a national exercise on a natural hazard—a catastrophic New Madrid Seismic Zone earthquake occurring in the middle of the country. Other states involved in the exercise were Alabama, Kentucky, Illinois, Indiana, Mississippi, Missouri, and Tennessee.

The primary focus of the NLE 2011 was evaluating effective communication practices to promote efficiency and effectiveness in response. In preparation for the exercise, each state's Department of Emergency Management developed plans related to their state's private sector response. Emergency management officials understood no state could respond adequately to major disasters without strong coordinating efforts with the private sector.

As part of the NLE 2011, Arkansas established a Business Emergency Operation Center (AR-BEOC). Overall, BEOCs handle private sector coordination and operations focused on all-hazards disaster response and recovery. Its primary functions are:

- Public sector Emergency Operations Centers (EOC) communications
- Business-to-business collaboration and communications
- Business to non-governmental organizations collaboration
- Asset and volunteer mobilization

I used to view the private sector as victims rather than major partners and players in emergency management.”

– Winston Barton
FEMA Region VI, External Affairs, Private Sector, Denton, Texas

The AR-BEOC is comprised of Northwest Arkansas Community College, the Arkansas Chamber of Commerce, JB Hunt Transport, the Arkansas Department of Health, Benton County, Arkansas Department of Emergency Management, Aamsco, Walmart, ARES/Races, the Institute for Corporate and Public Safety, the Arkansas Department of Emergency Management, Tyson Foods, AT&T, and the American Red Cross. Arkansas also partnered with the New Jersey Business Emergency Operations Center, New Jersey Institute of Technology, Prudential, and Armament Research to provide a coordinated response emphasizing cooperation between the public and private sectors.



As part of Arkansas' participation in the NLE 2011, several objectives related specifically to the AR-BEOC were created during the after-action reporting process to guide the present and future direction of public-private partnerships in emergency response situations within the state and region. Two of those objects follow:

Objective 1: The AR-BEOC intends to incorporate full participation in the NLE 2011 from a diverse range of private sector partners throughout the business, not-for-profit, academic, and non-government (NGO) communities, including stakeholders from across the critical infrastructure and key resources community.

Recommendations:

- Private sector partners may need to select a lead partner to represent each area (e.g., retail, utilities, and healthcare services) to minimize the number of people in the AR-BEOC.
- Inform the Arkansas business community of the AR-BEOC and how it would coordinate private sector resources.
- Educate the business community by presenting a program about the AR-BEOC to the Arkansas Chamber of Commerce.

Objective 2: The AR-BEOC will assess the private sector incorporation model for improved efficiency.

Recommendations:

- Establish and confirm primary and backup communications links are working at the beginning and maintained during an incident or exercise.
- Have the personnel with Emergency Support Function 7 training or the equivalent at the AR-BEOC work with personnel who will manage the AR-BEOC during non-emergency times.
- Develop an education program targeting the stakeholders, addressing the ordering process and why they need to use the process for the system to work.

- Provide the AR-BEOC with WebEOC emergency management software and the backup logistics resource management tools to enable a seamless process between the two physical locations.
- Ensure resource orders from the private sector working group go through the correct ordering process.
- Ensure enough trained amateur radio operators are available for the duration of the AR-BEOC activation.
- Note that the computer system does not need a firewall that prevents the private sector representatives from accessing their companies.
- Provide hard-line telephones.
- Use a non-technology backup system to maintain the minimum necessary information should any or all of the technology fail.
- Provide an organization wall chart with positions and names because most people in the center do not know each other and what their roles are within the AR-BEOC.



Moving Forward

A national focus group met July 2011 to discuss not only the strengths of communication and collaboration between the public and private sectors in emergency preparedness and response but also opportunities for improvement. This focus group, sponsored by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office), was composed of first responders, small business owners, leaders from Fortune 500 companies, and private citizens at NorthWest Arkansas Community College in Bentonville, Arkansas.

Participants broke into small groups to discuss barriers and actions for moving forward in public-private sector relationships within the emergency management structure. The responses generated from the small groups were then shared during the large group session for further discussion. During this conversation, the focus group also looked at ways in which to improve communitywide planning, exercises, response, and recovery. The following outline summarizes the methods suggested:

Communication:

- Ongoing information sharing between the public and private sectors:
 - Press releases
 - NC4 alerts (www.nc4.us)
 - NOC MMC (National Operations Center Media Monitoring Capability) alerts
 - Social media
 - Conferences
 - Fusion center
 - FOUO (for official use only) bulletins
 - Industry-specific threats
 - Local emergency alert system

- Communication organizations or tools:
 - State agencies
 - Social media
 - State and national chiefs' association
 - State and national sheriffs' association
 - Electronic mailing lists
 - International Association of Campus Law Enforcement Administrators (IACLEA)
 - Local and state emergency management agencies

Planning:

- Shared exercise and event planning
- Regularly scheduled cross-discipline meetings
- Co-planning for special events
- Master calendar for training and events
- First responders with access to private sector facilities when necessary when an event occurs (pre-planning and communication)
- Regular joint exercises and after-action reports to improve current plans

Involvement and Participation:

- Implementation and training for community policing
- Procurement of additional training dollars to support communitywide training
- Total fusion center buy-in
- A comprehensive communitywide risk assessment that involves both the public and private sectors

Recommendations

Based on the information collected in the small groups and discussed during the large group session, the focus group participants composed recommendations for improving communication and collaboration between the public and private sectors. The participants emphasized that these recommendations would take time and much effort from all involved but are essential in successful relationships and preparedness that involves the entire community:

- Symbiotic relationship between the public and private sectors is required for success.
- Open communication is needed between first responders and the private sector to show how first response really works.
- Create a better understanding of resources available from all involved (i.e., resource inventory assessment).
- Create a better understanding of needed training for both the public and private sectors.
- Promote continual cross-training that involves both the expertise and personnel from the public and private sectors.
- The public and private sectors need to have a better understanding of the high level of expertise contained in the other sector and utilize its resources.



About the COPS Office

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources.

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

The COPS Office awards grants to state, local, territory, and tribal law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime fighting technologies, and develop and test innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders and all levels of law enforcement. The COPS Office has produced and compiled a broad range of information resources that can help law enforcement better address specific crime and operational issues, and help community leaders better understand how to work cooperatively with their law enforcement agency to reduce crime.

- Since 1994, the COPS Office has invested nearly \$14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.

- By the end of FY2011, the COPS Office has funded approximately 123,000 additional officers to more than 13,000 of the nation's 18,000 law enforcement agencies across the country in small and large jurisdictions alike.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- As of 2011, the COPS Office has distributed more than 6.6 million topic-specific publications, training curricula, white papers, and resource CDs.

COPS Office resources, covering a wide breath of community policing topics—from school and campus safety to gang violence—are available, at no cost, through its online Resource Information Center at www.cops.usdoj.gov. This easy-to-navigate website is also the grant application portal, providing access to online application forms.



information

prepare
edge
equipment
controls
software

mitigation
processing
business

media
emergenc
activities
impact

site

teams
team

location
coordinator

incident

notification

response

security

include
nam

emergency

chapter

response

alternate
operations
time event
disruption

functions

four

community

personnel

requirements

testing

follow

Major events such as terrorist attacks and weather catastrophes over the last decade have illustrated the need for the public sector to engage the private sector. By adopting a “whole community” approach to emergency management, beginning at the core levels with citizen personal preparedness and engaging the private sector, non-governmental organizations, educational institutions, faith-based organizations, volunteer organizations, and the public sector, we become holistically organized as a nation.

Crisis Management Strategies: Fostering Communication between the Public and Private Sectors discusses three ways to adopt a whole community approach to emergency management: fusion centers, Regional Consortium Coordinating Councils, and Business Emergency Operations Centers. The primary goal of this publication is to examine efficient communications between the private sector and law enforcement community. By preparing in accord and including a wide breadth of members, the community as a whole is more adequately prepared.



U.S. Department of Justice
Office of Community Oriented Policing Services
145 N Street, N.E.
Washington, DC 20530

To obtain details on COPS programs, call the
COPS Office Response Center at 800.421.6770.
Visit COPS Online at www.cops.usdoj.gov.

April 2012
ISBN: 978-1-935676-49-2
e101120407