

## Chapter 5

# Closing the Gaps in Public Private Partnerships in Emergency Management: A Gap Analysis

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### ABSTRACT

*There are many differences between entities in the public and private sectors engaged in emergency management: vision, mission, goals, and objectives are only a few. To develop workable public private partnerships requires an understanding of these differences. This understanding will then provide a foundation for establishing unambiguous agreements within which each sector's roles and responsibilities are clear, and within which all entities can be successful. This chapter explores the differences between public and private sector entities, which can create gaps in understanding and communication, comparing and contrasting these differences; then, it evaluates ways the resulting gaps between entities and within public private partnerships can be closed. Comparison of the respective backgrounds and perspectives provides the material necessary to complete a gap analysis. Anecdotal information is provided that illustrates how the differences between public and private sector entities support, hinder, or manifest in public private partnerships.*

### BACKGROUND

The concept of partnership is based on partners, two or more people or entities who (which) participate in an undertaking with shared risks and profits or rewards. There can be a variety of reasons for initiating a public private partnership in emergency management; however, overriding any reason is

the concept that the whole is greater than the sum of individual parts and thus engaging all relevant stakeholders will result in a better, more vigorous solution or resource. The following background information is intended to establish the context for presenting the public sector and private sector views about their respective missions, roles and responsibilities.

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## **The Public Sector vs. the Private Sector**

In general, the public sector is that part of a country's economy concerned with providing various (governmental) goods and services to its citizens. This forms the core of public entities' mission. Depending on the political system, the public sector's primary objective varies from providing public goods and services, to ensuring goods and services are equally available to everyone, to creating social and economic benefits for its citizens, to creating employment, etc. It is not the primary objective of the public sector to "make a profit". Public sector entities vary by country but generally include goods and services such as law enforcement (e.g. at the federal level in the United States (U.S.) through the Department of Justice), public roads and transportation (e.g. at the federal level in the U.S. through the Department of Transportation), public education, and so on. In addition, in the U.S. there are a number of additional federal executive departments or cabinet-level departments such as the Department of Homeland Security within which the Federal Emergency Management Agency exists. Or, the Department of the Treasury which was established to manage the federal government's revenue which it acquires through the Internal Revenue Service by collecting taxes. Independent agencies within the U.S. operate outside the executive branch and are often controlled by a commission who share power over that agency. For example, the U.S. Environmental Protection Agency (EPA) began operation under executive order by President Richard Nixon in 1970. However, rather than a governing commission the EPA has an administrator appointed by the President of the U.S.

The private sector is that part of a country's economy that is owned and operated by individuals or groups, that is operated for profit, and that is not (again in general) controlled by the government. In general, the private sector's primary objective is to make a profit for its owners, its investors and

its stakeholders. This forms the core of private sector entities' mission. However, the private sector can, in many ways, be legally controlled by the government; local, state and federal. That is, entities in the private sector must comply with laws, regulations, and rules as established by appropriate governmental entities. Businesses in the private sector typically fall into one of the following (business) classifications: agriculture and mining, financial, information, manufacturers, real estate, retailers and distributors, service, transportation or utilities.

Each governmental entity or agency has its own mission, roles and responsibilities. For example, the Department of Justice's (DOJ's) mission per the DOJ website (<http://www.justice.gov/about/about.html>) is:

*To enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans. (Department of Justice, 2014)*

Although the Mission of the Department of Homeland Security (DHS) is not simply stated, it is formed from three key concepts; security, resilience, and customs and exchange. Based on these three concepts, DHS's mission includes preventing terrorism and enhancing security; managing our (U.S.) borders; administering immigration laws; securing cyberspace; and, ensuring disaster resilience (Department of Homeland Security, 2014). These missions are very different than those of a private sector entity. For example, like DHS General Electric (GE), a very large corporation, does not have a mission statement per se. However, GE expresses its mission as the "GE Works Equation" as follows:

The GE Works Equation:

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