



## **Crisis Management Basic Training The Role Public-to-Private Partnerships**

*(Webster defines crisis as: “The turning point of a disease, the decisive moment or culminating point of disasters.” An incident as: “an event seen as part of a whole situation or crisis”)*

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### **Public-to-Private Partnerships – Team Building at its Best!**

The terrorist’ attacks of 9-11-01 caught us off guard. Hurricane Katrina’ overwhelmed everyone in her path. Wildfires destroy communities, force mass evacuations, and trigger chain-reaction auto accidents. Each crisis underscored the need for public-to-private partnerships between law enforcement, emergency governments, fire fighters, homeland security professionals and the private sectors of a community. Since 9-11-01, InfraGard, ASIS International, and virtually every segment of the private sector economy (business associations, churches, veteran’ organizations, clubs, etc.) have been working on strategic plans to reinforce public sector first responders. Companies, trade associations, clubs and social groups have assembled to learn more about crisis management, Incident Command and Control (ICS), the National Incident Management System (NIMS), and how to form Critical Incident Response Teams (CIRTs) at the regional level.

First response’ public-to-private partnerships are not new. They’ve been around since the beginning of time. After World War II, veterans returning home enlisted in emergency government’ civil defense forces to reinforce local law enforcement and come to the aide of communities threatened by fires, earthquakes, and floods. While we find examples of “unified” commands going back to the early 1900’s, the current Incident Command System (ICS) and National Incident Management System (NIMS) really took form after WWII in the 40s. They are now required training for law enforcement, fire fighters, and emergency government personnel.

During the 40’s and 50’s, municipalities focused on performance standards and creating mutual aide agreements. Through the 60s and 70’s the focus was on “disaster recovery,” in the 80’s on “contingency planning,” and 90’s on “business continuity and succession of management.” After 9-11-01, emergency governments launched a four phase development strategy to ensure we’ll be mission-ready before the next terrorist attack. In **Phase I**, emergency government’ budgets focused on ensuring agencies where properly equipped to respond based on any high probability crisis in the region. In **Phase II**, budgets focused on staffing, **Phase III** on training, and **Phase IV** on reinforcing regional readiness. Communities are now in **Phase V** where they’re-reengineering emergency response public-to-private partnerships to reinforce public sector professionals.

In most countries, “**Home-Rule**” is the tradition, meaning the local municipality is primarily responsible for the response to and recovery from any community crisis. The local fire chief is the principle representative for the community and when disaster strikes it’s the local fire chief who “takes command” as Incident Commander. All requests for aide come from the fire chief and all responding personnel report to the Emergency Operation Center (EOC) which is usually managed by the Director of Emergency Government for the county or community in which the crisis occurs. All public sector emergency responders are taught to follow the Incident Command



System (ICS) and all use the National Incident Management System (NIMS) to establish performance standards and common terminology.

As we move into Phase V and begin teaching the Incident Command System (ICS) in the private sectors, we'll be creating private sector' response protocols and adopting terminology based on NIMS. It's extremely important to remember that the ultimate responsibility and therefore authority for any community wide response and recovery is and always will be in the hands of municipal authorities. The private sector' ICS' tutorials we develop for veterans at [www.DoorCountyVeterans.com](http://www.DoorCountyVeterans.com) and community leaders at [www.COPs.com](http://www.COPs.com) adopt **but do not replace or supersede** those taught in the public sector. Our tutorials simply reduce incident command and control systems to laymen language. Our handouts simply customize response protocols to the lowest common denominator so as to facilitate team building, support private sector "unified" commands, and reinforce public sector' professional first responders. There are no guarantees in this business except one. Phase V will never end!

**A Reality Check:** Private sector emergency response teams or CIRTs (Critical Incident Response Teams – Community Incident Response Teams – County Incident Response Teams) have been around since the beginning of time. But it's only been in the past 2000 + years that societies have hired, trained, and authorized responders to come to the rescue of a community in harms way. Not too long ago in the US, sheriffs formed posses to track down desperados and fire fighters formed bucket brigades to save burning buildings. In my hometown, our local mortician transported accident victims from the scene and farmers responded with water wagons whenever there was a fire. *(I still remember Clyde Casperson, our local mortician, and Sheriff Baldy Bridenhagen trying to get me into Clyde's hearse after I was injured sledding behind the Fish Creek Grade School. I rode less than a mile staring out the back window before my uncle showed up with his station wagon so I could ride the rest of the way to the hospital knowing I'd survived.*

**Yes, we're fighting terrorists,** are faced with inevitable pandemics, and know next season will bring tornados, hurricanes, earthquakes, and tsunamis. Yet, we realize we're living at the healthiest, safest, and most secure time in our history. We needn't fear. We need only learn from our past, assemble our resources, train our troops, and stand mission-ready to face the future.

#### **A Preview of Phase V:**

- We've learned that terrorists, natural disasters, pandemics, and violence in our communities will traumatize their victims. We know trauma is fueled by fear of the unknown, guilt from not knowing what to do, and a sense of being out of control. In Phase V we'll coach communities in the art of "trauma management."
- A crisis will overwhelm victims and first responders if they're not sure who's in command or if the incident's scope and potential for "scope-creep" has been measured. Phase V promotes the Incident Command System (ICS) as the crisis' management system of choice, and the National Incident Management System (NIMS) as the principal performance standard and terminology to use during first response and recovery.
- United we'll survive, divided we'll don't. To respond affectively and recover efficiently, we must function as a well coached team. Phase V will form "logical" public-to-private partnerships and Critical Incident Response Teams (CIRTs). Veteran's organizations, business' associations, schools, churches, synagogues, mosques, temples, clubs, etc. will all be used to train CIRTs who'll stand mission ready to respond during the next crisis.