
Unit 5: Partnering for Economic Disaster Planning

Time: 2 1/4 hours

Purpose

The purpose of this unit is to describe who must be involved in the multi-sector planning and partnering process and how this can be accomplished.

Objectives

Upon completion of this unit, participants will be able to:

- 1.** Describe the importance of multi-sector planning and partnering
- 2.** Explain the disaster-resistant economic development planning process
- 3.** Describe who to involve in the process
- 4.** Describe the barriers and enablers to partnering
- 5.** Provide examples of success stories and approaches

Table of Contents

TOPIC	TIME	PAGE
Where Are We in the Planning Process?	2 minutes	5-3
Integrating Disaster Resistance into Local Business Community Economic Development	20 minutes	5-4
Who Should Be Involved and Why?	15 minutes	5-13
Activity 5-1: Partner Attributes and Roles	30 minutes	5-22
Barriers and Enablers to Building Partnerships	20 minutes	5-26
Activity 5-2: Implementing an Integrated Approach	45 minutes	5-30
Summary	3 minutes	5-34
Total Time:	135 minutes	

Instructor Preparation

COURSE MATERIALS	EQUIPMENT
<ul style="list-style-type: none"> ♦ Facilitator Guide ♦ Course Agenda ♦ PowerPoint presentation 	<ul style="list-style-type: none"> ♦ Easel, easel pad, and markers ♦ Overhead projector and projection screen and/or computer display unit and monitor

Where Are We in the Planning Process?

2 minutes

Show Visual 5-1.

Introduce the unit and review the unit objectives.

**Unit 5:
Objectives**

- Describe the importance of multi-sector planning and partnering
- Explain the disaster-resistant economic development planning process
- Describe who to involve in the process
- Describe the barriers and enablers to partnering
- Provide examples of success stories and approaches

5-1

Show Visual 5-2.

Review where we are in the planning process cycle.



Integrating Disaster Resistance into Local Business Community Economic Development

20 minutes

Partnerships: An Emerging Trend

Show Visual 5-3.

Discuss the importance and benefits of multi-sector planning and partnering to integrate disaster resistance into local business community economic development.



Show Visual 5-4.



Why do we engage in partnerships?

What are the benefits of partnerships?

Write answers on easel pad.

Public-private partnerships have emerged as an important element in successful public awareness efforts to reduce natural hazard risk. Unfortunately, they are difficult to build and sustain. The right people need to be brought together. A well-targeted initiative from which all partners can benefit must be designed and implemented. A clear framework that helps sustained success for everyone needs to be established.

By understanding the underlying (and often unspoken) needs of the players, identifying limitations and creating new opportunities for all involved, “risky” partnerships can succeed—and be sustained.

Partnerships are more complex than working alone, especially when deciding on the outreach message and the work involved. Partnering poses a threat to the assurance that one group will get its own way. Yet a partnership also creates greater possibilities for many different ways of success. Through their combined efforts, partnerships can develop a clearer picture of the audience for social marketing research. Through combined efforts, more information distribution channels can be opened, more spokes persons can be called upon, and resources provided.

By joining forces with those that often think and act differently, partners embark on a broader, more opportunistic and personally rewarding journey to meet the complex challenges of risk reduction.

Show Visual 5-5 (or current example).

Give a case example that illustrates a successful partnering effort, such as the Partnership of New York (Visual 5-5).

**NYC Partnership:
World Trade Center**

- ◆ Voice of NYC business community
 - Collaborative effort to assess economic impact and economic ramifications
 - 7 leading management consulting firms
 - Financial institutions (banks, investment firms, etc.)
 - City and local governments
 - Conducted over 6-week period
 - Interviews with over 300 business and public sector leaders
 - Partners worked pro bono – used proprietary data

5-5

Show Visual 5-6 (or current example) a Partnership to Rebuild Lower Manhattan.

**A Partnership to Rebuild
Lower Manhattan**

- ◆ Worked together to formulate key principles for rebuilding and to promote their business and economic development issues
- ◆ Multi-disciplinary partnership
 - Representatives for businesses and property owners
 - City wide civic, real estate, commercial and economic interests

5-6

NEW YORK CITY PARTNERSHIP (WORLD TRADE CENTER)

The New York City Partnership is an innovative example of how partners can work together. The New York City Partnership is the voice of New York City's business community on issues that affect the business community. This partnership worked in a collaborative effort with seven leading management consulting firms to assess the economic impact and ramifications of September 11th on New York City. These firms included At.T.Kerney, Bain & Company, Booz-Allen & Hamilton, Inc., the Boston Consulting Group, KPMG, LLP, McKinsey & Company, and PWC Consulting. Additional contributors included Federal Reserve Bank of New York, Harris Interactive, Dun & Bradstreet, Reuters, Claritas, DRI-WEFA, Economy.com, IntraLinks, and SRI International, and the city and state government. The New York City Investment Fund also worked on this effort.

This partnership conducted the study over a 6-week period, which included interviews with over 300 business and public sector leaders.

This was an extraordinary partnership in that the team worked *pro bono*, and used their own proprietary data as well as public data and accomplished so much in such a short time.

Source: *Working Together to Accelerate New York's Recovery*. New York City Partnership and Chamber of Commerce. November, 2001.

A PARTNERSHIP TO REBUILD LOWER MANHATTAN

Several organizations partnered to formulate their key desires for rebuilding Lower Manhattan and offer an exemplary example of how partnerships can work together to promote their interests in business and economic development issues. The Alliance for Downtown New York, the Association for a Better New York, New York City Partnership, and the Real Estate Board of New York represent businesses and property owners of Lower Manhattan south of Canal Street, as well as citywide civic, real estate, commercial and economic interests who have a significant stake in rebuilding Downtown Manhattan.

The organizations worked together to come up with their key principles that they felt should be a part of the rebuilding effort. These key principles included:

- ◆ Transportation and infrastructure
- ◆ Maintenance of the financial core and attraction of new industries
- ◆ Community development
- ◆ Waterfront revitalization and access

Their objective is to see that the Lower Manhattan neighborhood continues to grow jobs and residents.

Source: *Key Principles in Rebuilding Lower Manhattan*. Alliance for Downtown New York, Association for A Better New York, New York City Partnership, Real Estate Board of New York

Partnering and the Disaster-resistant Economic Development Planning Process

There are many smart ways to accomplish the disaster-resistant economic development planning process. Partnering is one way to do it. A well-designed disaster-resistant economic development planning effort can build a firm foundation for economic viability – before, during, and after a disaster.

The disaster-resistant economic planning development planning process:

- ◆ Outlines what is to be done, when, how, and who’s to do it
- ◆ Looks at short-term and long-term goals
- ◆ Integrates strategies, goals, objectives, policies, and activities.

Planning will increase your chances of implementation and, consequently, the success of the project. The planning process is ongoing and will continue to evolve as the community changes.

You can follow a general 6-step process that incorporates the classic planning approach of gathering information, setting goals, reviewing alternatives, and deciding upon which actions to take. The steps are presented in the table below.

Show Visual 5-7.

Review the steps associated with disaster-resistant economic development planning process, with emphasis on integrating it into a community’s already existing plans.

Getting Started in the Economic Development Planning Process
1. Identify members of the planning committee
2. Define goals, objectives, roles, timelines
3. Identify and select strategies
4. Identify obstacles
5. Develop implementation strategy
6. Implement the plan

5-7

PLANNING AND IMPLEMENTING THE DISASTER-RESISTANT ECONOMIC DEVELOPMENT PROCESS

STEP 1: IDENTIFY MEMBERS OF THE PLANNING COMMITTEE

- ◆ Consider formalizing the planning process by creating a committee. Identify potential participants and possible partnerships/collaborative efforts that could assist in the process.

STEP 2: DEFINE GOALS AND OBJECTIVES, ROLES, TIMELINES

- ◆ Develop a goal for the disaster-resistant economic development planning process
- ◆ Develop the performance objectives (benchmarks) for the disaster-resistant economic development planning process
- ◆ Assign participants and responsibilities for accomplishment of specific objectives
- ◆ Establish timelines

STEP 3: IDENTIFY AND SELECT STRATEGIES TO ACCOMPLISH THE GOALS/OBJECTIVES

- ◆ Determine what the planning committee must do to accomplish its goals and objectives
- ◆ Identify all possible means of achieving the goals and determine the strengths and weaknesses of each
- ◆ Prioritize the alternatives
- ◆ Select preferred alternatives
- ◆ Establish priorities for the problems/opportunities (alternatives) identified

STEP 4: IDENTIFY OBSTACLES TO IMPLEMENTING THE STRATEGY

- ◆ This is where you need expertise and technical assistance
- ◆ Use obstacle analysis in small groups/table group
- ◆ Helps to establish realistic and doable activities

STEP 5: DEVELOP AN IMPLEMENTATION STRATEGY

- ◆ Formulate a process for accomplishing the goals and objectives
- ◆ Specify who, what, when, where, etc.

STEP 6: IMPLEMENT THE PLAN

- ◆ Begin the process by acting on the planned strategies
- ◆ Follow through from beginning to end

KEY ELEMENTS IN ECONOMIC DISASTER PLANNING	
ELEMENT	DESCRIPTION
Pre-disaster inventory	It's important to have an accurate record of the commercial and vacant structures and lots available in the community and business districts. Businesses are often displaced for many months and may require office space or warehouse space. This listing would be a valuable resource in the midst of the pandemonium after a disaster. The various Federal, State, and local government databases would be a good starting point for this information.
Acquisition and relocation of properties	Though the community may not have funds available now, it should consider options for the future. The community should investigate the need for relocation of certain public facilities and evaluate their costs as well as identify new sites.
Business redevelopment study	Consider doing a market study of the current status of the local economy and its potential. An up-to-date market study will allow the community to begin rebuilding immediately without taking time to determine or argue about the economic potential of different business areas and retail categories.
Temporary facilities planning	Consider developing a temporary facilities plan to house displaced businesses. This plan should identify locations of land space, such as public parking lots, used car lots, schools, and parks. It should also include a list of vacant retail tenant space throughout the community.
Adequacy of infrastructure	Public infrastructure is a central component of continuing business operations in a disaster. It includes roadways, bridges, transit lines, parking facilities, communication lines, and other utilities. Businesses cannot function without infrastructure. Businesses and property owners often don't have any direct control over infrastructure, but they can influence policies to ensure that they are operational after a disaster and that aging structures are replaced.
Transportation access	Many areas have experienced problems when major transportation routes are inaccessible. Some cities have estimated over a million dollars in loss of revenues per day due to transportation problems. Communities should conduct studies of alternate/improved transportation routes and establish a plan for transporting large numbers of commuters should transportation routes be closed.

Integrating Economic Disaster Planning into the Community's Disaster Preparedness and Mitigation Plans

To ensure success, work toward integrating your disaster-resistant economic disaster planning into your community's disaster preparedness and mitigation plans.

ACTION STEPS

INTEGRATING THE DISASTER-RESISTANT PLANNING PROCESS INTO YOUR COMMUNITY'S EXISTING DISASTER PREPAREDNESS AND MITIGATION PLANS

Establish scope and timeline of the planning process

- ◆ The planning process may begin formally or informally.
 - It may begin at the initiative of one committed person, or it may emerge as a result of a network of interested businesses and individuals who are interested in the potential threats of disasters and their impact on the business and the community.
 - Sometimes chambers of commerce or other business organizations or associations will help design and conduct the process.
- ◆ Design is the first determinant in the success of the planning process. Only well designed programs accepted by stakeholders offer any chance of completing tasks and meeting timetables.
- ◆ The planning group uses various techniques to gather information, analyze options, and select priorities.
 - Techniques may include any of the following: focus groups, brainstorming sessions, or business surveys.
- ◆ The group or network will identify one or more problem(s) to focus on and may appoint task forces to do a few preliminary studies on topics of interest, such as land use/growth management, business incentives, downtown revitalization, or overall economic development.
- ◆ The network will identify stakeholders who are needed to implement the plan and will involve them early on.

ACTION STEPS

INTEGRATING THE DISASTER-RESISTANT PLANNING PROCESS INTO YOUR COMMUNITY'S EXISTING DISASTER PREPAREDNESS AND MITIGATION PLANS

Establish scope and timeline of the planning process (continued)

- ◆ An “Economic Development” inventory might include a poll of local consumers on what new commercial services they want to see in a reconstructed community. It might also include a poll of local business owners to find out what they need to improve their health.
- ◆ The purpose of such an inventory is fact-finding and direction setting. It is not meant to be a feasibility study—a very sophisticated process that should be performed later by qualified professionals. Rather, this first assessment is meant to help determine the community's obvious resources and the questions that need answering by technicians. The data will also help the community prepare convincing applications for assistance in funding more detailed feasibility studies.
- ◆ **It is important to avoid as many unpleasant surprises as possible by assessing barriers in the planning phase.**
 - **Attitudinal barriers can be assessed by surveying opinions within the community. For example, members of the community may not see the need for specific mitigation efforts.**
 - **Such surveys can be taken formally or informally, depending on the size of the group involved and the traditional patterns of planning and communication within the community.**

Identify stakeholders and define their participation in the planning process

A stakeholder is any interest (individual, business, or group, or even a community) that is affected by or can have an impact on the topic under consideration. It is critical to include representatives from all sectors – public, nonprofit, etc.

Seek stakeholders' commitment to the planning process

- ◆ Identify ways to influence the use of limited resources in organizational budgets, especially local and state budgets.
 - State and local operating and capital budgets have many competing interests for limited resources. It's important that, in the planning process, you lobby for funds and support and sponsor some of the projects.
- ◆ Often, preliminary assistance can be obtained at little or no cost and used simply to confirm or amend the community's own hunches about its energy potentials.
 - Short of actual design work or detailed feasibility studies, preliminary technical assistance is used again to set direction, provide data for future funding applications, and continue realistic appraisals of energy options before major investments of time and money are made.

ACTION STEPS

INTEGRATING THE DISASTER-RESISTANT PLANNING PROCESS INTO YOUR COMMUNITY'S EXISTING DISASTER PREPAREDNESS AND MITIGATION PLANS

Seek stakeholders' commitment to the planning process (continued)

In the aftermath of the disaster, some communities may be able to acquire funding through a grant or technical planning assistance to aid in this process. EDA has worked successfully with many communities in the planning process.

Identify and use support systems

Use existing individual systems, and resources for obtaining information and making decisions.

Assure broad local involvement

The planning process requires broad participation, not only because of the organizations, businesses, and interests covered, but also because of the challenge of developing a constituency for supporting the implementation of action plans.

Launch the process

These tasks may be completed over a few days or months depending on how successful you are in identifying stakeholders and securing commitments and technical and financial support.

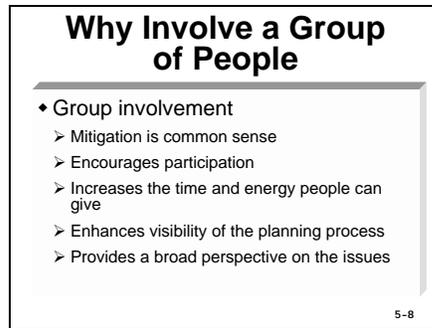
Who Should Be Involved and Why?

15 minutes

Why Involve a Group?

Show Visual 5-8.

Discuss why it is essential to involve a group of people in the planning process.



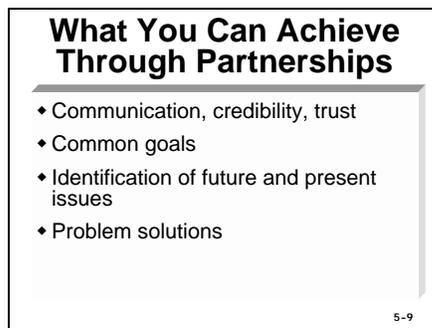
A key part of a community's economic development is to increase the diversity of the local economic base and to retain wealth in the community. Participation in public-private partnerships works to ensure that businesses will continue to have customers and suppliers when disasters impact community life. To achieve this, the planning process should be inclusive of the full range of organizations and agencies in the community and neighboring jurisdictions. The size of the planning team will depend on your requirements and resources. Involving a group of people is best because it:

- ◆ Encourages participation and gets more people invested in the process
- ◆ Increases the amount of time and energy participants are able to give
- ◆ Enhances the visibility and stature of the planning process
- ◆ Allows for a broad perspective on the issues

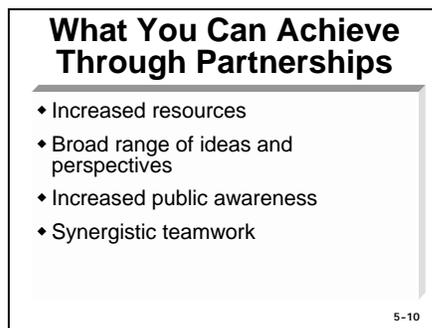
What Can be Achieved Through Partnerships

Show Visual 5-9.

Discuss what can be obtained through partnerships.



Show Visual 5-10.



Partnership is one of the core values of FEMA and EDA. Through partnerships we:

- ◆ Build the foundation for communication, credibility, and trust
- ◆ Define and work toward common goals
- ◆ Identify future or present issues and opportunities
- ◆ Determine what is necessary to solve problems
- ◆ Increase resources to draw upon people, funds, and expertise
- ◆ Provide more options from a cooperative effort – ideas, perspectives, and potential solutions
- ◆ Reach more people and increase public awareness
- ◆ Foster synergistic teamwork; no one person or agency runs or controls a partnership – everyone works together

Show Visual 5-11.



Show Visual 5-12.

Discuss why it is not
necessary to organize
something new.



Disaster-resistant community planning partnerships are encouraged of local officials, business professionals, and other stakeholders with a shared interest in and obligation to protecting the safety and economic stability of the community. This cooperative collaboration will help determine the best outcomes in disaster resistance initiatives. Partnerships can serve as natural “mitigation” connections among all sectors of the community. For example, there are business interruption plans that can be emulated to minimize loss of jobs and activity resulting from the disaster.

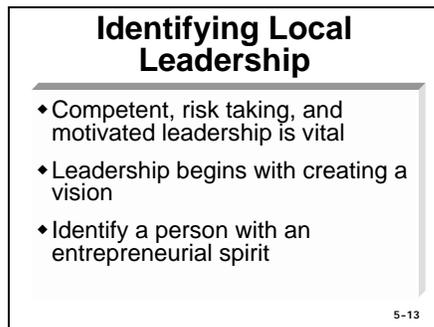
These partnerships should be developed, strengthened, and exercised on a regular basis so that business owners, emergency managers, and economic developers could be ready and willing to work together when a disaster occurs.

Who Should Be Involved?

Champion (Leader)

Show Visual 5-13.

Review the type of leadership needed to prepare and implement the planning process.



Selecting the right person in charge of the planning process is important for the ultimate success of the planning process. You will want to identify a person with entrepreneurial spirit and the capability to oversee the implementation and marketing of the planning process to ensure its progress and ultimate success. This person could be a business executive or leader of a civic group. It is most important to identify an individual who is clearly able to spearhead the effort and take responsibility for the initiative – to make decisions, defuse the issues, secure resources, and get things done.

Representatives of Community

Show Visual 5-14.

Identify areas from which planning members should be selected.



WHO TO INVOLVE

Industry, Business, and Insurance

The business community can help the greater community reduce its vulnerability to disaster by considering how its mitigation needs apply to the community beyond its businesses. Internal, business-specific priorities (ensuring transportation systems and routes to facilities remain clear and functional following a disaster) also benefit the employees who work at the businesses, the surrounding neighborhoods, commerce, and the economy. Furthermore, many businesses have direct economic incentives for enacting and participating in mitigation efforts undertaken by a community.

Infrastructure

A community's infrastructure provides the lifelines without which citizens and businesses could not function. It is vital that representatives of lifeline organizations be involved, such as hospitals, schools, banking, and environmental organizations, such as the Sierra Club.

Transportation

Transportation systems include roads, bridges, railroads, transit systems, ports, and airports. They are critical to disaster response and recovery, as well as to facilitating ongoing commerce. Damage can leave communities isolated and at economic risk. Transportation experts can provide a wealth of knowledge and insight as participants on the committee.

Utilities

Utilities provide communities with electricity, natural gas, heating fuels, fresh water, and wastewater disposal. Utility loss can create critical problems for emergency response, life support in hospitals, business operation and recovery. Utilities represent one of the most critical lifelines and must be involved.

Federal, State, County, and Local Governments

Government plays an important role in managing hazard risks such as providing early warning, pre-disaster mitigation, emergency assistance, and response and recovery resources. Government commitment to the planning process is vital to the daily lives of its citizens and business community. More important, it is the role as well as the duty and responsibility of the government to protect the public health, safety, and economic stability and growth of its communities. So it's important to include representatives from area such as the following: regional or metropolitan planning, water, sewer, etc.

Public

Public stakeholders include representatives of homeowner or neighborhood organizations, farmers, land developers, citizen advisory boards, parent-teacher organizations, among many other interested groups.

Others

To ensure an adequate cross section of the affected communities, also include representatives from academia, the media, and non-profit organizations and community and faith-based organizations.

Partnerships may be loosely associated or they may have formal charters with mission statements and organizational structures.

The planning process will succeed only if the right people and agencies are involved. Those who will be affected by the ultimate decisions should be involved in the decision-making process. The planning process should be inclusive of the full range of organizations and agencies in the community and neighboring jurisdictions.

Building Partnerships

Building partnerships requires a concerted effort, which involves the following steps.

Show Visual 5-15.

Review with participants the steps for building partnerships.



Network in the community

Attend various task force, committee, and business meetings to identify the leaders and decision makers and to become familiar with their capabilities and interests.

Identify potential partners

Draw on community leaders and representatives from varied groups to allow for broad penetration of the community's base. Select persons who are in the position to make decisions and commit resources or who can influence decision-making and who are committed to the planning process.

Clearly define the reasons for their involvement

For example, the business and labor sectors have a significant interest in the durability of the communities in which they operate. The community supplies their workplace, their workforce, and their market. It also supplies the infrastructure systems such as roads, electricity, and water on which commerce relies. Because each entity has a different agenda and different risks, you will need to explain specifically to every partner why he or she needs to get involved and for what purpose. Each partnership will fulfill a different need, so it's important to define that need and some measurable outcomes.

Maintain commitment and motivation

It takes time to build partnerships and to gain trust. It's important not to risk losing this collaborative relationship through neglect or inaction.

TIPS FOR BUILDING PARTNERSHIPS

- ◆ Clear direction and sense of mission
- ◆ SMART objectives
 - **S**imple
 - **M**easurable
 - **A**chievable
 - **R**ealistic
 - **T**ask-oriented
- ◆ Cohesive group
- ◆ Understand expectations
- ◆ Use time wisely; establish and set deadlines
- ◆ Use and seek out resources (ask the right questions)

What Works Best In Teams

Show Visual 5-16.

Review what works best in teams.



According to Robbins (2000), there are three major contributors to successful high-performance teams:

- ◆ Small size
- ◆ Right skill set mix
- ◆ Good match and diversity between people and roles

Mention the Incident Command Systems' span of control concept.

Small Size

The committee should consist of no more than 10 to 12 people. Smaller teams work best; with larger groups it becomes more difficult to reach consensus and achieve commitment and cohesiveness.

The Incident Command System (ICS) centers around the concept that everyone must work together to manage the emergency, but that all incidents, regardless of size require an Incident Commander. The Incident Command System has the capability to expand or contract to meet the needs of the incident.

Right Skill Set Mix

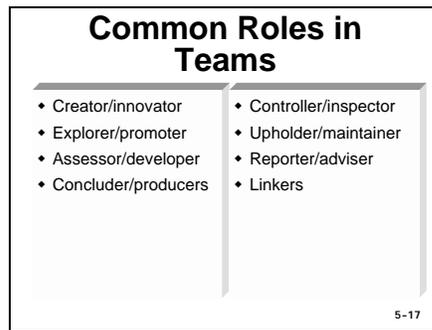
The committee needs to consist of people who can provide a good skill set mix, including skills in the following areas:

- ◆ Technical expertise
- ◆ Problem-solving and decision-making skills
- ◆ Interpersonal skills (listening, feedback, conflict resolution, etc.)
- ◆ Good Match and Diversity between People and Roles

Match people with their preferred roles and in line with their personalities and temperaments. The most common roles in successful teams include the following.

Show Visual 5-17.

Review the most common roles in successful teams.



EIGHT TEAM ROLES

- ◆ *Creator/innovator*: initiate creative ideas
- ◆ *Explorer/promoters*: champion ideas after they are initiated
- ◆ *Assessor-developers*: analyze decision options
- ◆ *Concluder-producers*: provide direction and follow-through
- ◆ *Controller-inspectors*: check for details
- ◆ *Upholder-maintainers*: fight external battles
- ◆ *Reporter-advisers*: seek full information
- ◆ *Linkers*: coordinate and integrate

C. Margerison and D. McCann. *Team Management: Practical New Approaches* (London:Mercury Books, 1990)

Activity 5-1: Partner Attributes and Roles

30 minutes

Show Visual 5-18.

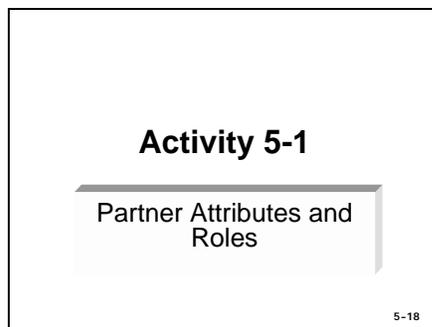
Review the directions for the exercise.

Point out that the usual method of establishing a list of participants in any endeavor is to name them. With the method used in this course, you get a much broader and more accurate list of potential partners.

Seed the thinking on this exercise. Ask the class what kind of partner would be good for financial review? Then do the exercise with the class as a whole, e.g.

What attributes do we want for this position?

Good with numbers, careful, methodical, etc.



What role are these types of people usually in?

Bankers, accountants, etc.

What sector can we find these people in?

Banking, finance, accounting, etc.

Continue to use this line of thinking while working through the exercise.

Activity 5-1: Partner Attributes and Roles

Time

30 minutes

Purpose

The purpose of this activity is to help you start thinking about the skills that are needed to be successful, who should be involved in economic disaster planning in your community, characteristics those people should embody, and the roles they might play within the group.

Directions

Use the worksheet provided to record your thoughts.

- 1.** Identify the skills and attributes you would want in partners joining you in the economic disaster planning process.
- 2.** Determine what roles (kind of partners) will support these attributes.
- 3.** Determine the sectors where you will most likely find people who can fulfill these roles.

PARTNER ATTRIBUTES AND ROLES WORKSHEET		
ATTRIBUTE	ROLE	SECTOR

Barriers and Enablers to Building Partnerships

20 minutes

Show Visual 5-19.

Divide the class into table groups.

Ask each group to do the following:

Brainstorm among themselves a list of barriers to building partnerships.

Identify a positive or enabling action they would use to respond to the barrier or barriers.

Give the following example to initiate the process.

Barrier: Inadequate appreciation for the roles and responsibilities of other partners

Enabling action: Seek formal and informal opportunities to learn more about others who are engaged in some aspect of economic disaster planning.



Barrier

A barrier is anything that impedes the partnering process.

Enabler

An enabler is anything that assists stakeholders in the partnering process. This could include such things as: circumstances, events, attitudes, potential alliances, relationships, available skill sets, timing, financial reserves, etc.

Review tips for successful partnering.

TEN TIPS FOR SUCCESSFUL PARTNERING

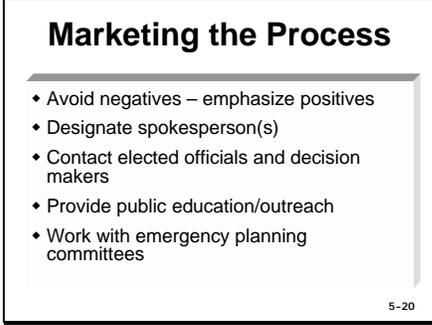
1. Define the risks for each partner and participant
2. Identify the cultural differences of each partner
3. Match the mission of each partner – make it a win-win relationship
4. Define and address the rewards and recognition preferred of each partner
5. Engage those individuals within each partnering group who can “champion” your outreach efforts
6. Define the time critical mileposts or timelines for each partner
7. Continually educate each partner on the outreach efforts, developments, success and changes
8. Document the successes, problems and lessons learned experienced in the partnership
9. Commit partners to spend time together (physically)
10. Publicize and celebrate partnership successes

Marketing the Disaster-Resistant Planning Process

Show Visual 5-20.

Describe some methods for marketing the planning process.

Engage the participants in a discussion.

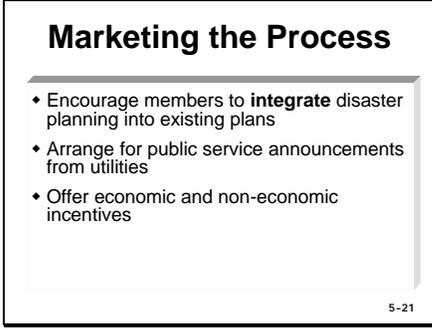


Marketing the Process

- Avoid negatives – emphasize positives
- Designate spokesperson(s)
- Contact elected officials and decision makers
- Provide public education/outreach
- Work with emergency planning committees

5-20

Show Visual 5-21.



Marketing the Process

- Encourage members to **integrate** disaster planning into existing plans
- Arrange for public service announcements from utilities
- Offer economic and non-economic incentives

5-21

The following are just some of the ways you can begin marketing the planning process.

- ◆ When presenting the “case” for the disaster-resistant economic development planning process, avoid dwelling on the negative effects of a disaster (e.g., deaths, loss of property, loss of revenues) and emphasize the positive aspects of planning and the long-term outcomes of an effective plan.
- ◆ Designate one or more individuals as spokesperson(s) to publicize the need for the process.
- ◆ Make a personal commitment to contact chief elected officials and community decision makers to present the case for a disaster-resistant economic development planning process.

- ◆ Provide education/outreach about the need for a planning process. Seek out opportunities to appear at business associations, community forums, and local business and civic meetings. Approach people with “attention getters.”
- ◆ Work with members of the local emergency planning committees.
- ◆ Encourage local elected leaders, planners, and community development officials to integrate disaster planning into community planning and sustainable development/community initiatives.
- ◆ Carefully craft public awareness programs and economic and noneconomic incentives, which have been effective in the past in encouraging people to take action.

TIPS FOR MARKETING THE ECONOMIC DISASTER PLANNING PROCESS

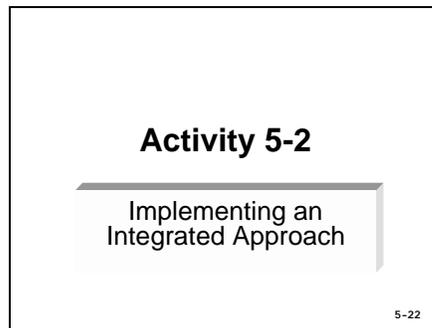
- ◆ Determine what you would like to achieve as a result of your marketing efforts
- ◆ Identify effective selling points
- ◆ Identify key people and organizations you will target
- ◆ Determine who will resist you and how you will win them over
- ◆ Determine how you will go about building partnerships

Activity 5-2: Implementing an Integrated Approach

45 minutes

Show Visual 5-22.

Review the directions for the exercise.



Activity 5-2: Implementing an Integrated Approach

Time

30 minutes (table group work)

15 minutes (class discussion)

Purpose

The purpose of this exercise is to determine ways to foster an integrated approach in economic disaster planning, especially between emergency managers and economic developers.

Directions

1. Think about disaster situations that have occurred or could occur in your community to identify some potential areas that would require economic disaster planning efforts. This might include such areas as targeted technical and financial assistance to businesses and other local economic bases affected by the disaster, initiatives to retain existing businesses, infrastructure improvements to attract new businesses, initiatives to diversify the economy. Work with your table group to identify at least five approaches that you could do to foster working relationships between emergency managers, economic developers, and others who you think would be central to the economic disaster planning process. Use the Integrated Approaches to the Disaster Resistant Economic Planning Process Worksheet to help you identify some possible approaches.

For example, suppose you want to form a partnership to look at what initiatives are needed to retain existing businesses. First, you will need to decide who would be some likely partners for this effort and then how you could go about partnering with them to explore your area of interest. Would you or your agency sponsor a forum as a means to begin exploring the issues – to ascertain interest and as an avenue for recruiting interested partners? Would you lay the groundwork for this effort by doing some initial research – through making calls to the local economic developer to see what their office is doing in this area? Would you contact your local county’s office to find out what factors

businesses have cited as reasons for not doing business in the area? Would you look at the role of the Chambers of Commerce and how they could help in this effort? These are just some ideas to get your group's thinking process started. Choose approaches that are likely to work in your community – and build on what you have learned so far in this class.

- 2.** Be prepared to share your solutions with the class.

INTEGRATED APPROACHES TO THE DISASTER RESISTANT ECONOMIC PLANNING PROCESS

What is an area in your community that requires economic disaster planning efforts?

Who do you need to involve (your partners) in this planning effort?

Identify five ways you could go about fostering a relationship between these partners?

1.

2.

3.

4.

5.

Summary

3 minutes

Show Visual 5-23.

Summarize the unit.

Summary

- ♦ Importance of multi-sector planning and partnering
- ♦ Economic development disaster planning process
- ♦ Who to involve in the process
- ♦ Barriers and enablers to partnering

5-23