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CESA ANNUAL CONFERENCE & TRAINING

The Myth of the Monolithic Private Sector: Strategies for Better Engagement and Collaboration

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Session Roadmap

1. The Monolith Problem
2. Community Lifelines vs Critical Functions
3. Nonprofits
4. Business
5. Building Relationships



The Monolith Problem

Why treating "the private sector"
as one entity sets you up to fail



Merriam-Webster Definitions

General Public - all the people of an area, country, etc.

Private Sector - the part of an economy which is not controlled or owned by the government

What actually is “The Private Sector”?

“Private sector entities may enact their own continuity plans”

(statement from public sector plan on involvement of the private sector)

Accurate, but understates the role of the private sector in response.

Private sector actions & continuity decisions can directly shape:

- life safety outcomes
- infrastructure stabilization and restoration timelines
- the pace of community recovery

Operational choices of private sector entities fundamentally influence public sector response and recovery.

Engagement Starts With Understanding

It fails where understanding is shallow.



Community Lifelines vs Critical Functions

Two frameworks each for a different purpose



Community Lifelines

A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security.



National Critical Functions

National Critical Functions: The functions of government and the private sector so vital that their disruption, corruption, or dysfunction would have a debilitating effect on security, national (regional) economic security, national (regional) public health or safety, or any combination thereof.

Divided into functions that:

Connect

Distribute

Manage

Supply

National Critical Functions

CONNECT

- | | | | |
|--|--|---|---|
| <ul style="list-style-type: none">• Operate Core Network• Provide Cable Access Network Services• Provide Internet Based Content, Information, and Communication Services | <ul style="list-style-type: none">• Provide Internet Routing, Access, and Connection Services• Provide Positioning, Navigation, and Timing Services | <ul style="list-style-type: none">• Provide Radio Broadcast Access Network Services• Provide Satellite Access Network Services | <ul style="list-style-type: none">• Provide Wireless Access Network Services• Provide Wireline Access Network Services |
|--|--|---|---|

DISTRIBUTE

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none">• Distribute Electricity• Maintain Supply Chains• Transmit Electricity | <ul style="list-style-type: none">• Transport Cargo and Passengers by Air• Transport Cargo and Passengers by Rail | <ul style="list-style-type: none">• Transport Cargo and Passengers by Road• Transport Cargo and Passengers by Vessel | <ul style="list-style-type: none">• Transport Materials by Pipeline• Transport Passengers by Mass Transit |
|--|--|---|--|

National Critical Functions

MANAGE

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none">• Conduct Elections• Develop and Maintain Public Works and Services• Educate and Train• Enforce Law• Maintain Access to Medical Records• Manage Hazardous Materials• Manage Wastewater | <ul style="list-style-type: none">• Operate Government• Perform Cyber Incident Management Capabilities• Prepare for and Manage Emergencies• Preserve Constitutional Rights• Protect Sensitive Information• Provide and Maintain Infrastructure | <ul style="list-style-type: none">• Provide Capital Markets & Investment Activities• Provide Consumer and Commercial Banking Services• Provide Funding and Liquidity Services• Provide Identity Management and Associated Trust Support Services• Provide Medical Care | <ul style="list-style-type: none">• Provide Insurance Services• Provide Payment, Clearing, and Settlement Services• Provide Public Safety• Provide Wholesale Funding• Store Fuel and Maintain Reserves• Support Community Health |
|--|---|--|---|

National Critical Functions

SUPPLY

- | | | | |
|---|--|---|---|
| <ul style="list-style-type: none">• Exploration and Extraction Of Fuels• Fuel Refining and Processing Fuels• Generate Electricity• Manufacture Equipment | <ul style="list-style-type: none">• Produce and Provide Agricultural Products and Services• Produce and Provide Human and Animal Food Products and Services | <ul style="list-style-type: none">• Produce Chemicals• Provide Metals and Materials• Provide Housing• Provide Information Technology Products and Services | <ul style="list-style-type: none">• Provide Material and Operational Support to Defense• Research and Development• Supply Water |
|---|--|---|---|

Community Lifelines vs National Critical Functions

Community Lifelines: *designed as a response visualization tool* – provide a common operating picture during an active incident (a way for an EOC to quickly communicate the status of 8 broad functional categories to leadership, mutual aid partners, and the public).

National Critical Function: *a risk and dependency mapping tool* built around a fundamentally different question: what functions must the nation (region) be able to perform, and who — across both government and the private sector — is responsible for performing them?

Nonprofits

Nonprofits are not all structured the same



The IRS Recognizes Dozens of Tax-Exempt Orgs

501(c)(1): Corporations Organized Under Act of Congress (including Federal Credit Unions)

501(c)(2): Title Holding Corporations for Exempt Organization

501(c)(3): Public Benefit Organizations

501(c)(4): Civic Leagues and Social Welfare Organizations and Local Associations of Employees

501(c)(5): Labor, Agricultural and Horticultural Organizations

501(c)(6): Business Leagues, etc.

501(c)(7): Social and Recreation Clubs

501(c)(8): Fraternal Beneficiary Societies

501(c)(9): Voluntary Employees' Beneficiary Associations

501(c)(10): Domestic Fraternal Societies

501(c)(11): Teachers' Retirement Fund Associations

501(c)(12): Benevolent Life Insurance Associations, Mutual Ditch or Irrigation Companies, Mutual or Cooperative Telephone Companies, or Like Organizations

501(c)(13): Cemetery Companies

501(c)(14): State Chartered Credit Unions, Mutual Reserve Funds

501(c)(15): Mutual Insurance Companies or Associations

501(c)(16): Cooperative Organizations to Finance Crop Operations

501(c)(17): Supplemental Unemployment Benefit Trusts

501(c)(18): Employee Funded Pension Trusts

501(c)(19): Veterans' Organizations

501(c)(21): Black Lung Benefit Trusts

501(c)(22): Withdrawal Liability Payment Funds

501(c)(25): Title Holding Corporations or Trusts with Multiple Parents

501(c)(26): State-Sponsored High-Risk Health Coverage Organizations

501(c)(27): State-Sponsored Worker's Compensation Reinsurance Organizations

501(c)(28): National Railroad Retirement Investment Trust

501(c)(19): Qualified Nonprofit Health Insurance Issuers

501(d): Religious and Apostolic Associations

501(e): Cooperative Hospital Service Organizations

501(f): Cooperative Service Organizations of Operating Educational Organizations

501(k): Child Care Organizations

521(a): Farmers' Cooperative Associations

Focusing In On Three Nonprofit Types

	501(c)(3) Public Benefit Organizations	501(c)(4) Civic Leagues / Social Welfare Organizations	501(c)(6) Business Leagues
Mission	Public charitable purpose	Community benefit (broadly defined)	Serve members' collective business interests
Political Campaign / Lobbying Activity	Not allowed	Allowed if not the primary purpose	Allowed if permitted by bylaws
General Funding Sources	Individual Donors, Private & Corporate Foundations, Government Grants & Contracts, some Fee-for- Service	Donations (Non- deductible), Grants, Membership Dues	Membership Dues, Conferences/Events, Industry Publications

Businesses

What shapes their decisions

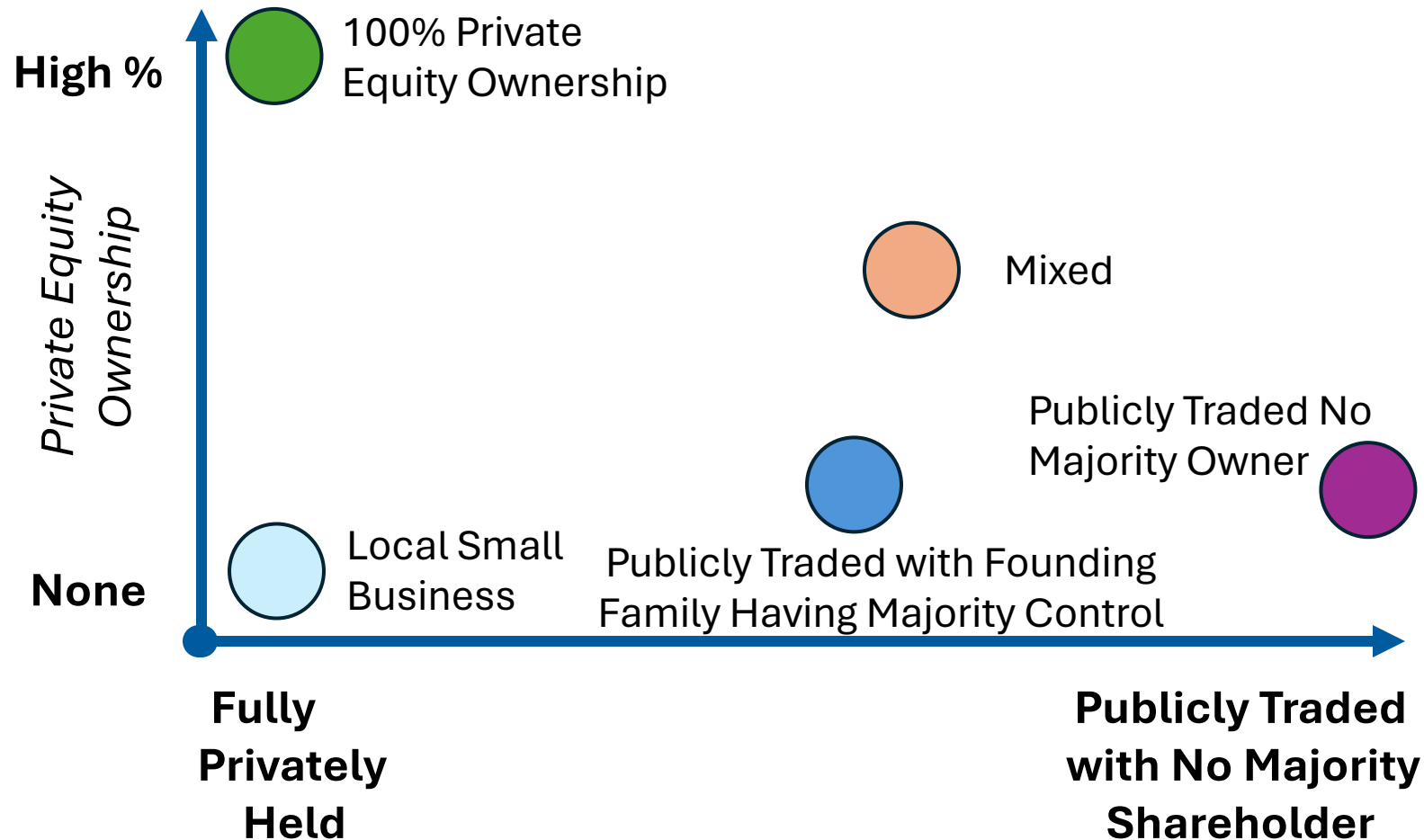


Looking Across 6 Domains

1. Ownership Structure
2. Geographic Scope
3. Separation of Functions & Outsourcing
4. Regulatory Environment
5. Market Dynamics
6. Facility Dynamics for Critical Functions

Note: On the subsequent slides, placement of examples are for illustrative purposes and do not necessarily represent all entities in a sector / sub-sector.

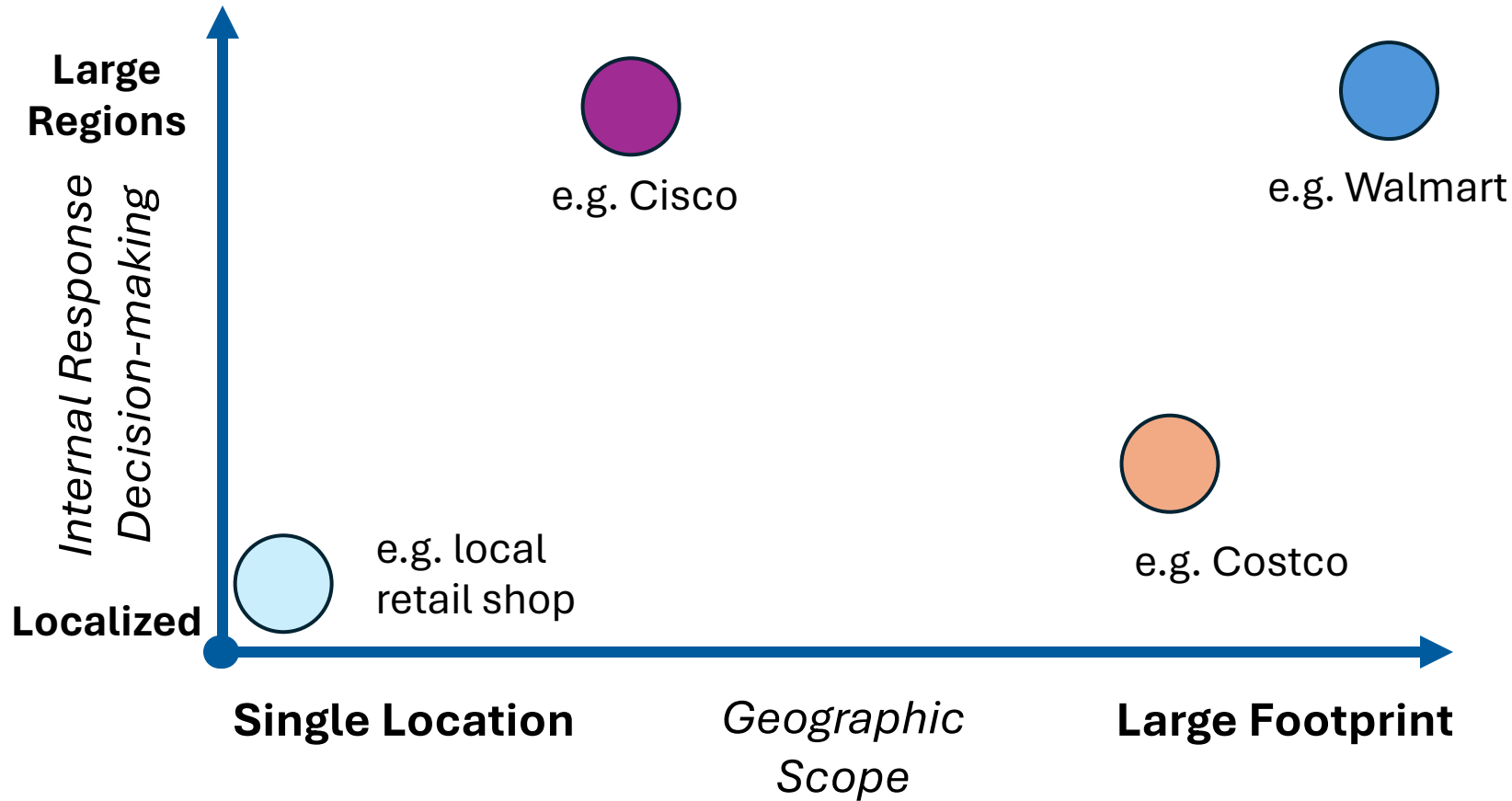
Dimension 1: Ownership Structure



Considerations

- Private Equity models – growth vs value
- Publicly traded companies have SEC reporting requirements and information sharing restrictions to avoid market manipulation
- Ownership influences planning horizons

Dimension 2: Geographic Scope

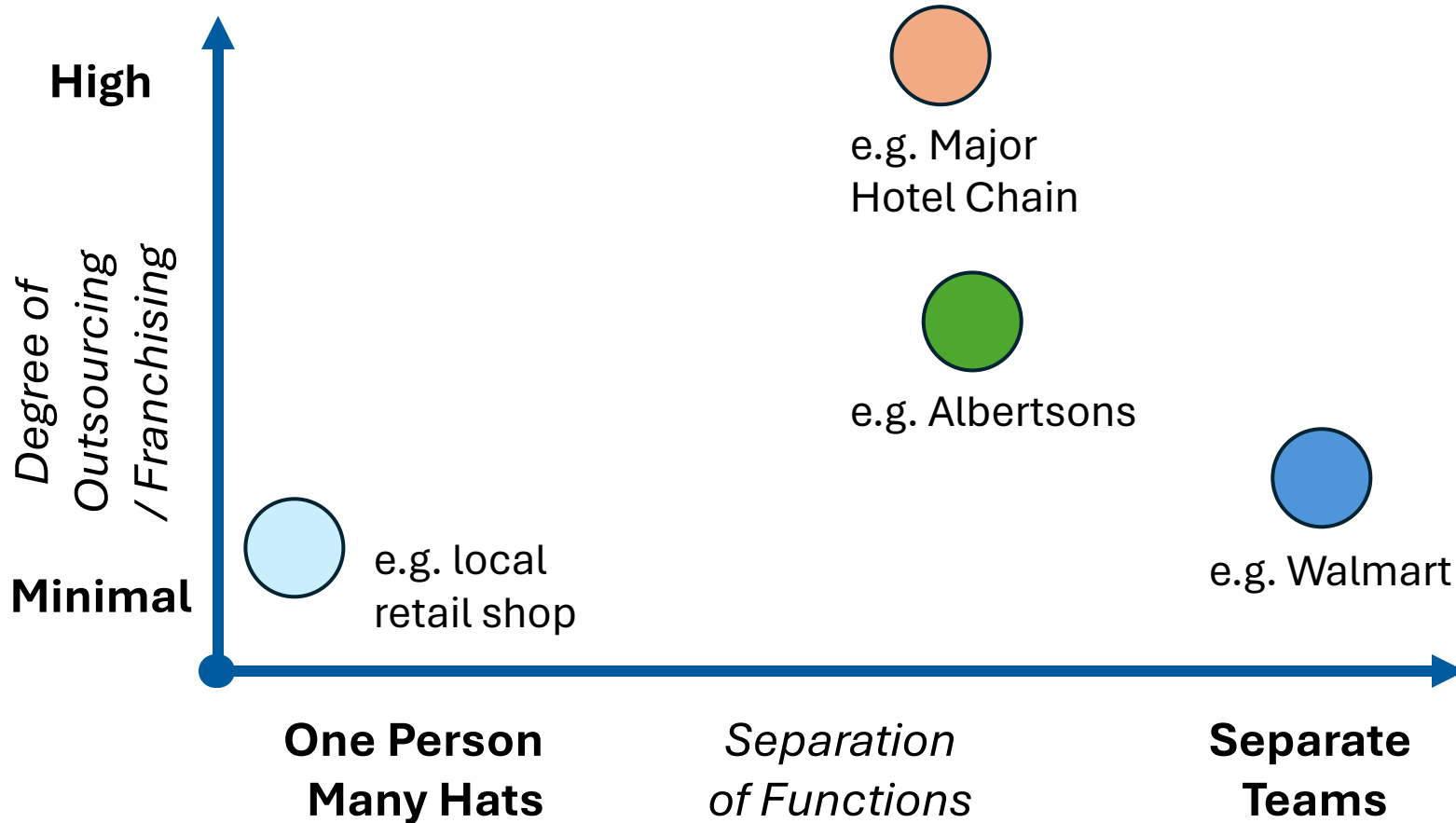


* *Special caveats to geographic scope*

Considerations

- Private sector “teams” may have limited bandwidth to maintain local relationships
- Degree of local decision-making authority varies by company

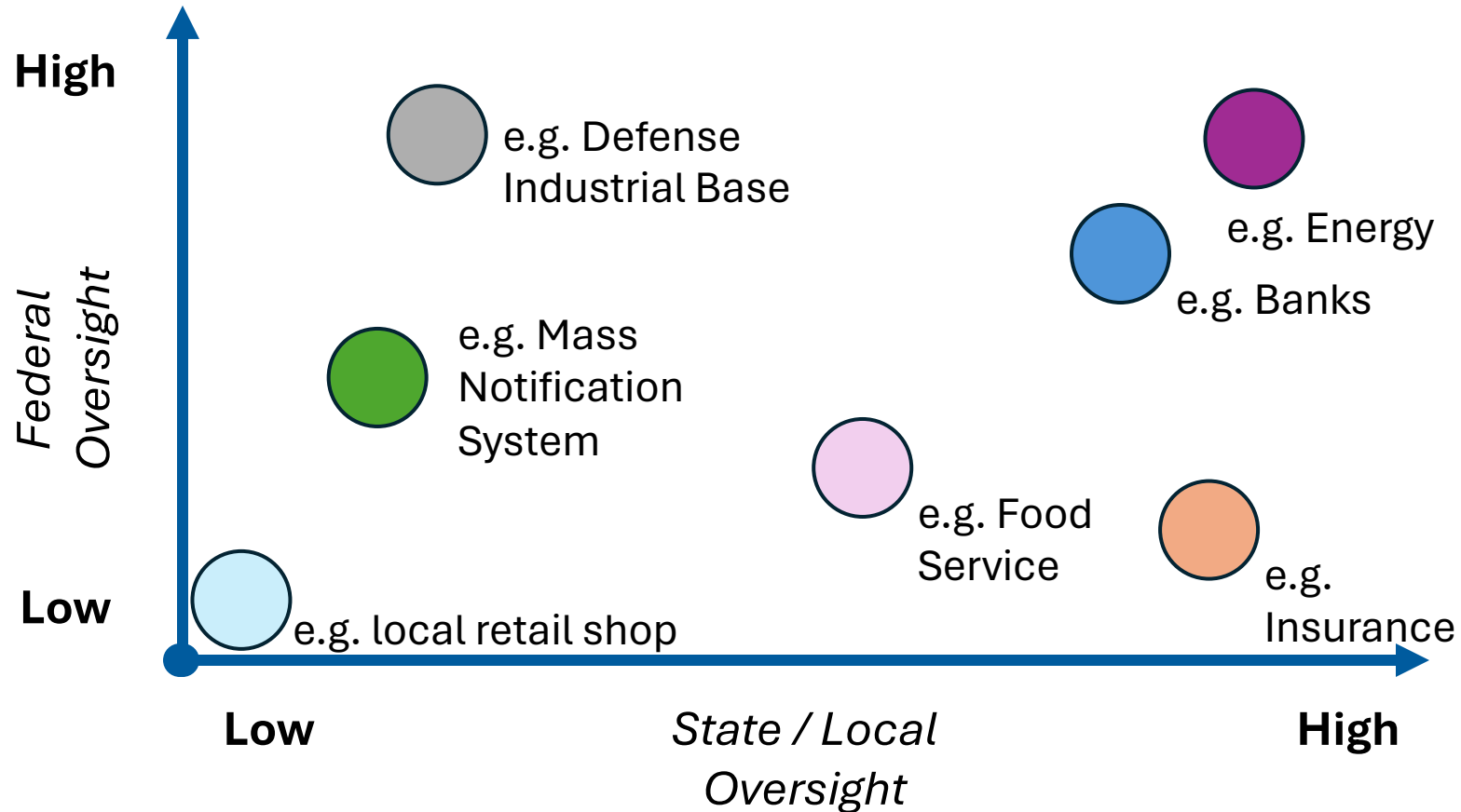
Dimension 3: Separation of Functions & Outsourcing



Considerations

- A single location may be owned by one company, managed by another, leased by a third, and security provided by a different vendor
- Same brand name may not mean same ownership / leadership
- Communications across teams may be limited

Dimension 4: Regulatory Environment



Considerations

- Regulations may vary even within subsectors (e.g. banks vs credit unions)
- Regulations influence constraints and capacity

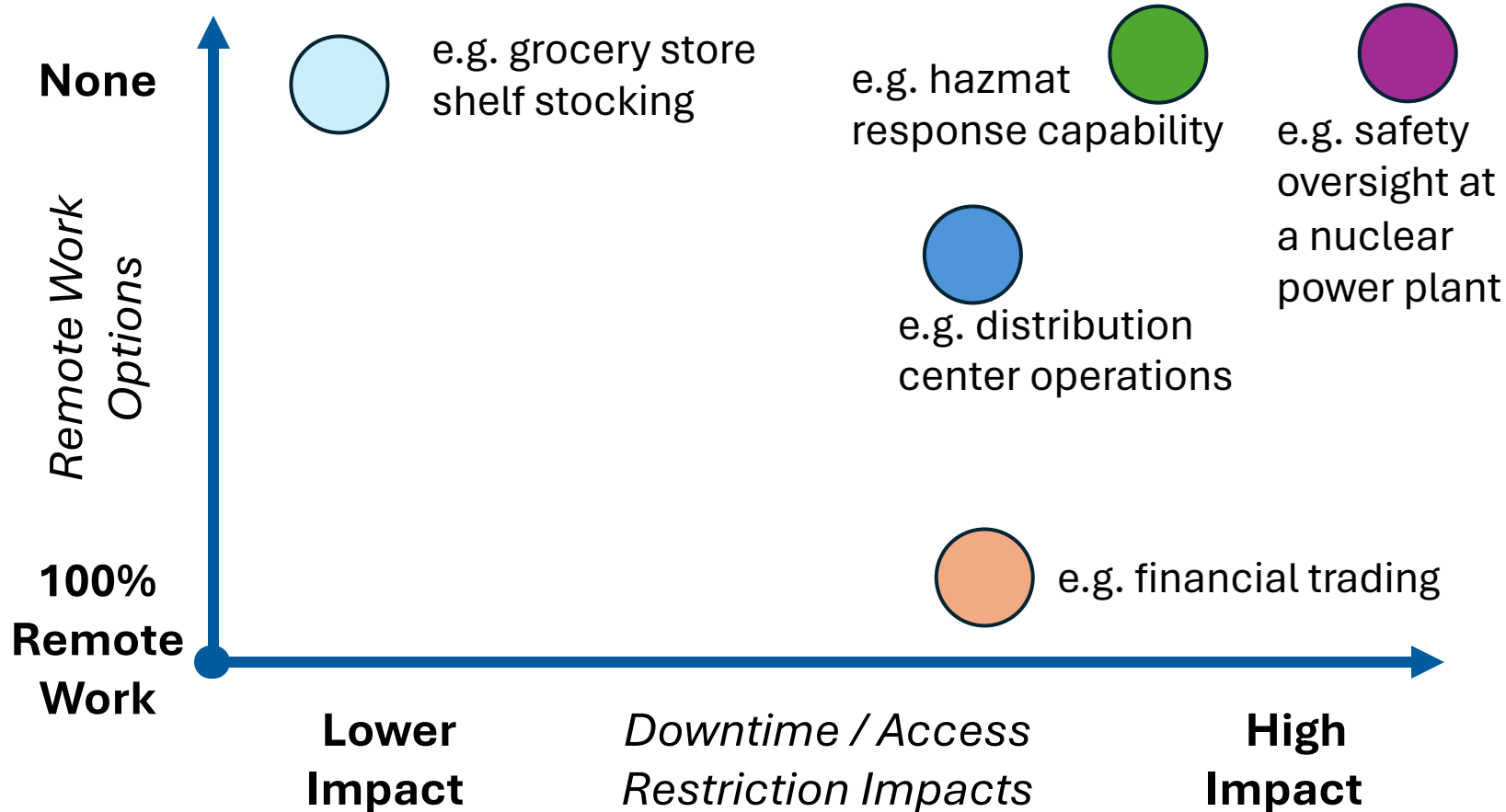
Dimension 5: Market Dynamics



Considerations

- Profit margins influence engagement capacity
- Certain customers can dictate terms from their vendors - adding additional constraints

Dimension 6: Facility Dynamics for Critical Functions



Considerations

- Not all facilities within a company are equally critical
- Not all actions can be done remotely
- Hours of operation vary

Building Relationships

Bridging across the sectors



Actions of Others Effect You

The direction of engagement others have chosen can affect your relationships.



Outreach Alignment – Whose Reaching Out to Whom

Economic Development /
Small Business

Procurement

Communications / PIOs

Business Operations
Centers / OES

Fire / Police

Business Continuity / Risk Management

Operations / Facilities / Safety

Corporate Security / Physical Security

Government Affairs / Public Policy

Communications / PR

Marketing / Sales

Chambers & Associations

Memorandums of Understanding

In the for-profit
business world
MOU = contract
(generally)



Integration into Plans

Example – City of Denver EOP has several pages dedicated to “Responsibilities: Private Sector Partners” including:

- Communication Providers (telecom, internet, TV, etc.)
- Financial Institutions
- Hospitals
- Local Business Groups and Organizations
- Local Media
- Lodging Providers
- Pharmacies, Clinics and Assisted Living Facilities
- Supermarkets and Food Suppliers
- Transportation Providers
- Voluntary Organizations Active in Disaster (VOAD)
- Xcel Energy

Reminder:

For the most part public sector can't mission task private sector.

3.5 Responsibilities: Private Sector Partners

3.5.1 Communication Providers (telecom, internet, TV, etc.)

Legal Authority: C.R.S. § 40-1-101 – 40-17-105

EOC Positions Staffed: Liaisons on an as needed basis

JIC Positions Staffed: None

Agency EOC Managed: Various corporate EOCs

Major Emergency Management Responsibilities:

- Maintain or rapidly restore communication services to City customers after an emergency.
- Communicate status updates on the City's communication infrastructure to the Denver EOC Utilities Branch.

3.5.2 Financial Institutions

Legal Authority: Various

EOC Positions Staffed: Liaisons on an as needed basis

JIC Positions Staffed: None

Agency EOC Managed: Various corporate EOCs

Major Emergency Management Responsibilities:

- Ensure resilient access to funds through Automatic Teller Machines, bank branches, and the internet.
- Support the community with recovery loans as possible.

Other Considerations

- **Learn to work in a “multi-lingual” environment:** When working across sectors there is no one “right” lexicon.
- **Design for inclusivity:** Are your exercises “private sector” inclusive by design?
- **Relationships Don’t Survive a Vacuum:** What’s your steady-state value-add engagement? How are you defining value-add?

Know Your Audience



- What is their level of experience with disasters?
- How mixed is the audience?
- Where do the companies fall on the various dimensions?

Reframing the Question

OLD QUESTION: *"Have we engaged the private sector?"*

→ Implies a checkbox. Invites the monolith mindset.

BETTER QUESTION: *"Which entities? Which contacts? For what purpose?"*

→ Forces specificity. Leads to real partnerships.

Discussion

- Which private sector entities in your jurisdiction do you feel you understand the least well — and why?
- Have you ever engaged what turned out to be the wrong contact inside a company? What happened?
- What's one piece of information you couldn't provide to a private sector partner during a disaster — and what would it have taken to change that?
- How does your current engagement structure integrate the business dimensions we discussed today?

Give us your feedback!



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