



Centers for Disease Control and Prevention
Office of Public Health Preparedness and
Response

Public Health Emergency Preparedness and Response Applied Research

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Survey Plan

A Novel Framework for Structuring Industry-Tuned Public-Private Partnerships and Economic Incentives for U.S. Health Emergency Preparedness and Response

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Survey Introduction and Consent

Thank you for agreeing to participate in this survey administered by PwC. Our team is conducting a study for Centers for Disease Control and Prevention (CDC) regarding how innovative partnership and incentive models could be designed to encourage more private sector engagement in public health preparedness and response, such as readiness for future pandemics.

Your organization has a reputation for leadership in an industry sector highly relevant to public health preparedness and response. We'd like to obtain your insights, preferences, and recommendations regarding partnering approaches and incentives that you and your organization might find appealing.

Your participation in this survey is strictly voluntary and should take approximately 15 minutes to complete. Any information that you provide will be de-identified, stored securely, and presented only in aggregated form with information from other sources, unless otherwise compelled by law. You do not have to provide an answer to any question to which you do not feel comfortable responding. Whether or not you choose to participate will not impact you or your organization's relationship with CDC or PwC.

If you have any questions about this survey or the study as a whole please feel free to reach out to one of the PwC team members responsible for administering the survey.

If you agree to participate in this survey please press "Continue".

Key Definitions:

Public-Private Partnership - any partnership between a public agency (federal, state or local) and a private sector entity. For the purposes of this survey, the definition of public-private partnership expands beyond traditional frameworks to include any collaborative effort, including hands-off arrangements like tax incentives and hands-on arrangements like joint ventures or research activities.

Public Health Emergency Preparedness and Response - comprises all activities to protect the public's health during a chemical, biological, radiological, nuclear, or environmental adverse event, including natural disasters and terrorism.

Section 1: General Information

- Organization Size**
(number of employees)
- Small (1-100) Medium (101-500) Large (>500)
- Organization Type**
- For Profit Public Non-profit
- Staff Level**
- Senior Leadership Executive/Director Manager
 Staff
- Function**
- Administration Operations Finance/Accounting
 HR Sales/Marketing Business Development
 IT
 General Management Other

1. Please fill in the following information:

If other, please identify.

2. Please identify one of the following industry areas that best describes your organization:

- Academia/Research Organization
- Charitable Organization/Foundation
- Health Insurance
- Health IT/Mobile
- Hospital/Healthcare Provider
- Logistics/Transportation
- Pharmaceutical/Life Sciences
- Retailers/Distributors
- Other

If other, please identify.

Section 2: Organizational Priorities

3. When weighing the following strategic choices below, is Option A or Option B a more important goal for your organization?

Option A	Focused on A	Lean Towards	Neutral	Lean Towards	Focused on B	Option B	Do not know	N/A
Growing via expansion of current operations (organic)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Growing via mergers and acquisitions (inorganic)	<input type="checkbox"/>	<input type="checkbox"/>
Lowering costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Increasing revenue	<input type="checkbox"/>	<input type="checkbox"/>
Developing internal capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Building strategic partnerships	<input type="checkbox"/>	<input type="checkbox"/>
Increasing internal hiring and recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Increasing use of outsourcing and contractors	<input type="checkbox"/>	<input type="checkbox"/>
Expanding presence in current markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Expanding into new markets	<input type="checkbox"/>	<input type="checkbox"/>
Investing in existing products and assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Investing in research and development	<input type="checkbox"/>	<input type="checkbox"/>
Investing in internal operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Investing in marketing initiatives	<input type="checkbox"/>	<input type="checkbox"/>
Developing and securing intellectual property and knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Licensing and sourcing information/intellectual property from external sources	<input type="checkbox"/>	<input type="checkbox"/>
Becoming more focused on core competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Broadening to capture new opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Product portfolio specialization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Product portfolio diversification	<input type="checkbox"/>	<input type="checkbox"/>
Pursuing conservative opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pursuing high risk/high reward opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Solidifying relationships with existing customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Building relationships with new customers	<input type="checkbox"/>	<input type="checkbox"/>
Consensus decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Individual decision making	<input type="checkbox"/>	<input type="checkbox"/>
Focus on shareholder value	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Focus on social impact	<input type="checkbox"/>	<input type="checkbox"/>
Relationship building with private partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Relationship building with government entities	<input type="checkbox"/>	<input type="checkbox"/>
Relationship building with customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Relationship building with regulators and other	<input type="checkbox"/>	<input type="checkbox"/>

stakeholders	
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4. How much impact do you think public-private partnerships with the government could have on your organization and its ability to achieve strategic goals?

- | | |
|------------------------------------|--------------------------------------|
| <input type="checkbox"/> Very High | <input type="checkbox"/> None |
| <input type="checkbox"/> High | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Medium | <input type="checkbox"/> Other |
| <input type="checkbox"/> Low | |

If other, please describe.

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Section 3: Partnering Culture

5. Does your organization have a formalized public-private partnerships program or team?

- Yes
- No
- Do not know

6. On average, how often does your organization promote or discuss public-private partnerships?

- | | |
|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Frequently | <input type="checkbox"/> Never |
| <input type="checkbox"/> Occasionally | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Rarely | |

7. Does your organization currently engage in public-private partnerships?

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> In discussion |
| <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Previously | |

8. On average, how often does your organization initiate new public-private partnerships?

- | | |
|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Frequently | <input type="checkbox"/> Never |
| <input type="checkbox"/> Occasionally | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Rarely | |

9. How much impact do public-private partnerships have on your organization's operations?

- | | |
|------------------------------------|--------------------------------------|
| <input type="checkbox"/> Very High | <input type="checkbox"/> None |
| <input type="checkbox"/> High | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Medium | <input type="checkbox"/> Other |
| <input type="checkbox"/> Low | |

If other, please describe.

10. Does your organization partner with any of the following types of organizations? (Select all that apply)

	Yes	No	Previously	In Discussion	Do not know	Frequency of communication
For-profit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***
Non-profit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***
Federal agencies (excluding CDC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***
CDC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***
State/local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***
Public health departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***
Academic organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[Drop-down]***

***Values: Frequently, Occasionally, Rarely, Never, Do not know

11. What is your organization's typical level of involvement in the following public-private partnership activities?

	Very Passive	Passive	Neutral	Active	Very Active	Do not
Oversight/Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management/Coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource Sharing (people or capital)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication/Campaigning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Branding/Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Who in your organization has the authority to initiate a public-private partnership? *(Select all that apply.)*

- | | |
|--|---|
| <input type="checkbox"/> Board of Advisors | <input type="checkbox"/> Business Units/Functions |
| <input type="checkbox"/> CEO | <input type="checkbox"/> Product or Project Teams |
| <input type="checkbox"/> Senior Leadership | <input type="checkbox"/> Staff |
| <input type="checkbox"/> VP/Executive Level | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Partnership Directors | <input type="checkbox"/> Other |

If other, please describe.

13. Does your organization have any standard guidance, policies, or marketing materials for public-private partnership development?

- Yes
- No
- Do not know

14. If you would like to provide additional context about the way your organization typically engages in public-private partnerships, please describe below.
(Optional)

Section 4: Public Health Emergency Preparedness and Response Alignment

15. How do your organization's activities align with the following public health emergency preparedness and response capabilities?

	None	Low	Mediu	High	Very High	Do not know
<p>Biosurveillance <i>A process of gathering, integrating, interpreting, and communicating essential information that might relate to disease activity and threats to human, animal, or plant health.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Community Resilience <i>Support to planning, exercises, financing, collection of materiel and supplies, for the sustained ability of a community to use resources to respond to, withstand, and recover from adverse situations.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Countermeasures and Mitigation <i>Distributing medical material and dispensing medical countermeasures (biologics, drugs, devices) in event of a biological, chemical, or radiological/nuclear material, a naturally occurring emerging disease, or a natural disaster. Oversee non-pharmaceutical interventions (quarantines, movement restrictions, etc.) and ensure the safety and health of responders, hospital staff, and medical facility personnel.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Incident Management <i>Combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. Emergency Operations Center.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Information Management <i>Acquiring, analyzing, protecting, and sharing public health emergency information. Organizing and participating in information exchanges.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Surge Management <i>Management system for integrating medical and health resources during large-scale emergencies. Includes fatality management, mass care, medical surge, and</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

None
Low
Mediu
High
Very
High
Do not
know

volunteer management.

16. Does your organization currently have any public-private partnerships in public health emergency preparedness and response?

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> In discussion |
| <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| <input type="checkbox"/> Previously | |

17. If so, could you please describe the most successful public-private partnership and outcome?

Section 5: Future Partnering

18. What level of interest does your organization have in the following public-private partnership opportunities related to public health emergency preparedness and response?

	None	Low	Mediu	High	Very High	Do not know
Providing Goods and Services						
Provide medical supplies during emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide emergency management or medical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide logistics and distribution services during emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage stockpiles of medical supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop products or services serving unmet needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee data collection and warehousing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track emergency responders and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource and Knowledge Sharing						
Provide facilities during emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide personnel during emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Share knowledge and guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Send data and information to surveillance and early warning systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide information and feedback from the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide training for public health responders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and Outreach						
Promote public health initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assist with public health messaging and education campaigns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruit volunteers for public health emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitate public health relationship building and networking initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joint Initiatives						
Invest financially in joint initiatives with public health entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct research jointly with public health scientists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-author publications with public health scientists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribute to public health plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	None	Low	Mediu	High	Very High	Do not know
Develop public health preparedness and response toolkits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any other opportunities that your organization sees for public-private partnerships that are not listed here? Please describe.

19. Which of the following financial constraints would your organization most like to alleviate via public-private partnerships? (Select up to three)

- | | |
|--|--|
| <input type="checkbox"/> Cost of capital | <input type="checkbox"/> Access to working capital |
| <input type="checkbox"/> Size of the total potential market | <input type="checkbox"/> Access to long-term financing |
| <input type="checkbox"/> Regulatory fees | <input type="checkbox"/> Cost of potential programs or investments |
| <input type="checkbox"/> Taxes | <input type="checkbox"/> Size of capital expenditures |
| <input type="checkbox"/> Irregular or unpredictable cash flows | <input type="checkbox"/> Size of operating expenditures |
| <input type="checkbox"/> Limited cash on hand | <input type="checkbox"/> Other |

If other, please identify.

20. Which of the following risks would your organization most like to mitigate via public-private partnerships? (Select up to three)

- | | |
|---|---|
| <input type="checkbox"/> Catastrophic risk | <input type="checkbox"/> Counterparty risk |
| <input type="checkbox"/> Reputational risk | <input type="checkbox"/> Intellectual property risk |
| <input type="checkbox"/> Operational risk | <input type="checkbox"/> Political risk |
| <input type="checkbox"/> Supply chain risk | <input type="checkbox"/> Financial risk |
| <input type="checkbox"/> Information technology risk | <input type="checkbox"/> Foreign investment risk |
| <input type="checkbox"/> Product liability | <input type="checkbox"/> Other |
| <input type="checkbox"/> Regulatory and compliance risk | |

If other, please identify.

21. Which of the following operational considerations would your organization most like to improve via public-private partnerships? (Select up to three)

- | | |
|---|---|
| <input type="checkbox"/> Access to new customers/markets | <input type="checkbox"/> Available staff |
| <input type="checkbox"/> Access to new suppliers | <input type="checkbox"/> Available facilities and equipment |
| <input type="checkbox"/> Inventory requirements | <input type="checkbox"/> Recruitment and training capabilities |
| <input type="checkbox"/> Production capacity or throughput restrictions | <input type="checkbox"/> Current brand awareness in the marketplace |
| <input type="checkbox"/> Logistical and distribution capabilities | <input type="checkbox"/> Available outlets for advocacy |
| <input type="checkbox"/> Current institutional knowledge or expertise | <input type="checkbox"/> Security of information and assets |
| <input type="checkbox"/> Human capital competencies | <input type="checkbox"/> Regulatory burden |
| <input type="checkbox"/> Research and development capabilities | <input type="checkbox"/> Other |

If other, please identify.

22. What level of significance does your organization place on the following concerns or barriers to public-private partnerships?

	None	Low	Medium	High	Very High	Do not know
Partnership Oversight						
Insufficient accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fear of scope creep	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ill-defined expectations and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty monitoring and evaluating outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free riding within partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient experience with partnership management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costs of Partnering						
Cost of creating/maintaining partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient time and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decreased flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inability to leave partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limited sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hollowing out of internal capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulatory Burden and Alignment						
Managing internal conflicts of interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Balancing private commercial interests with public health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government relationships with competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complying with government regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Potential Concerns						
Cultural mismatch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security of data or trade secrets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient buy-in from leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negative past partnership experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient experience with contract negotiations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainty surrounding your organization's future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainty surrounding government goals and leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any other concerns or barriers your organization faces that are not listed here?
Please describe.

23. Please identify any specific incentives that would increase the likelihood of your organization partnering with CDC on public health preparedness and response activities.

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