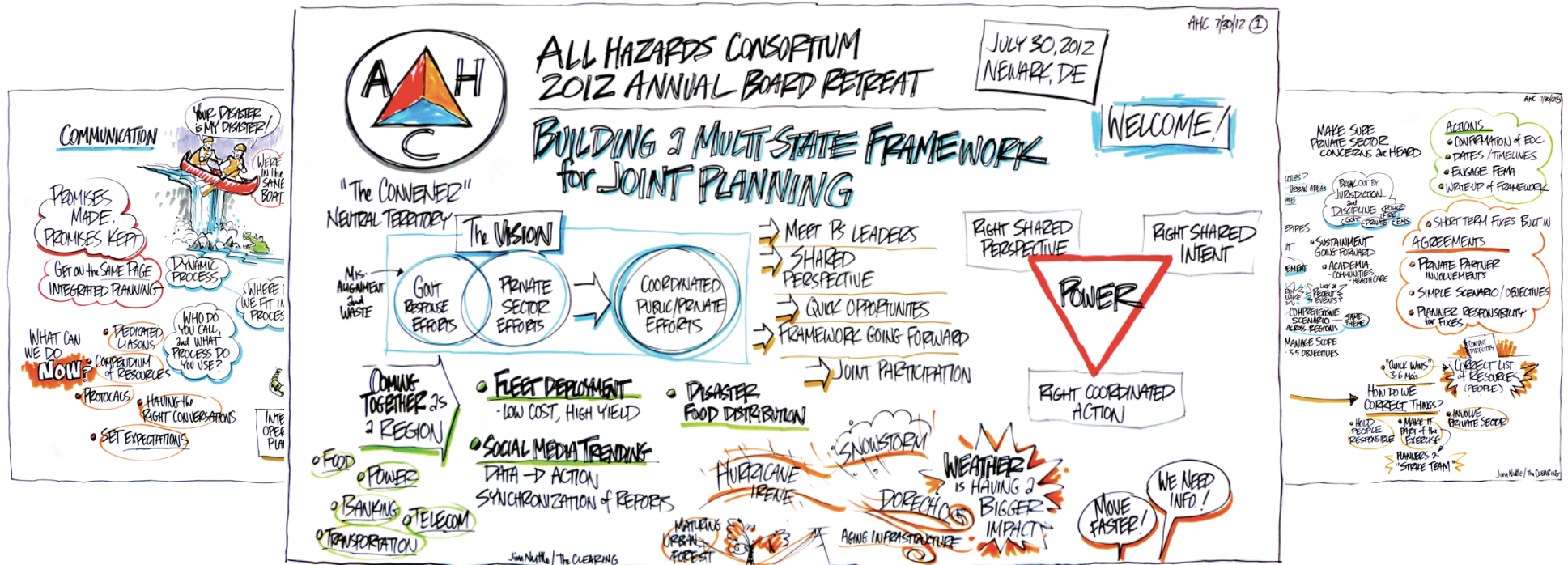


# AHC Board Retreat 2012 Visuals Report



Delivered To:  
The Board of Directors  
All Hazards Consortium



Prepared By:



## Introduction

The 2012 Board of Director's Retreat was held at the PHI Training Facility in Newark, DE on July 29-30, 2012. This year's retreat focused on the continued integration of states with the private sector owner/operators of the critical infrastructure on specific efforts across the region; making the appropriate adjustments in the AHC's strategy and internal operations to support this integration; and the continued efforts to develop a regional framework for integrated planning as outlined in the AHC's three year strategic plan.

The AHC would like to express their appreciation for PHI's support and hospitality while hosting this year's retreat.

## Retreat Objectives and Goals

The first day was dedicated to Board business covering a wide range of topics and internal matters including the approval of a new budget.

On the second day, the Board invited representatives from the private sector to join them with the objectives of communicating and gaining agreements among participants on five outcomes:

- Invite engagement of the private sector as an equal partner within AHC, included in Board member discussion, and key drivers of the AHC agenda;
- Engage in discussions on key topic of importance to private sector;
- Develop shared perspective and agreement on the need for a multi-state framework to support joint planning and exercises;
- Identify quick opportunities to impact business continuity and economic resilience;

- Gain agreement for joint participation with states and UASIs to attract other supporters.

The primary goal was to enable the Board and private sector members to achieve a shared perspective of the current environment of public/private planning on key topics:

- Multi-State Credentialing and Access
- Multi-State Information Sharing to Support Operational Decision Makers
- Multi-State Communications Among Senior Leadership and Operational Management
- Multi-State Coordination of Preparedness and Response Efforts

There was a strong desire to move from "good conversation" to realized action through candid, facilitated discussion with four panelists from across the electric, oil and natural gas, telecommunications, and food industries.

## Agreements

The Board and participants made specific agreements to achieve their four outcomes:

- Private sector partners agreed to participate in the AHC and will jointly define the agendas for regional exercises and will play a major role in guiding specific initiatives;
  - Regional exercises will follow simple scenarios and objectives, with short-term fixes built into the process as a pre-requisite;
  - The exercise planner will hold responsibility for fixes (unless otherwise negotiated);
  - The exercise will initially focus on power restoration, then move to other impacted areas and sectors to explore their needs and gaps

- More frequent weather related issues require faster responses, removal of obstacles, better communications and expectation management without the fear of repercussions and increased liabilities on either side.
- Both public and private sectors have to work together to inform and protect the public... "Your disaster is my disaster"... "we are in the same boat" became the themes of the session.

## Actions

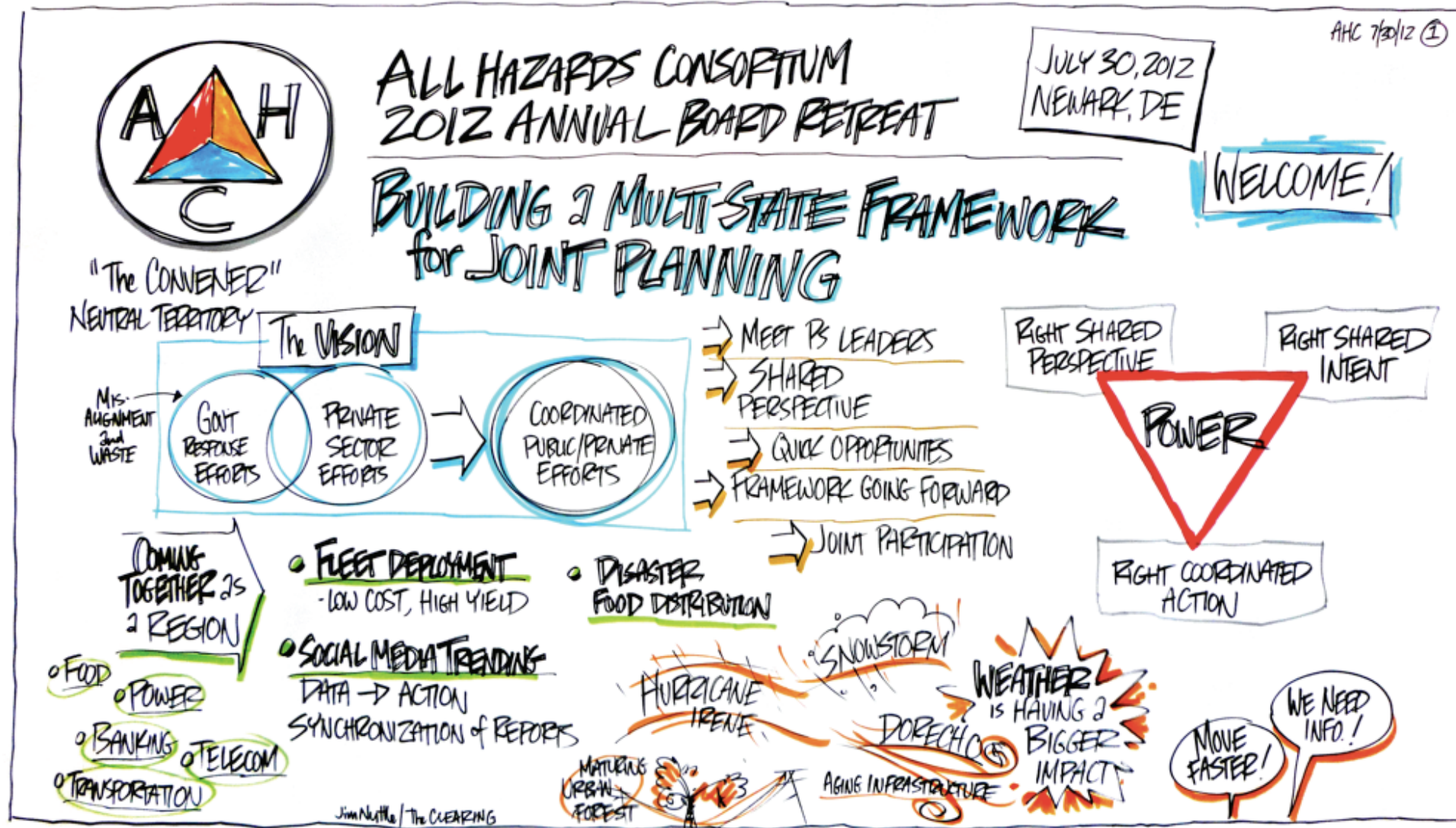
The Board and private sector participants agreed to the following actions to achieve their desired outcomes:

- The Board and participants will solidify a specific date and timeline for a May 2013 regional exercise series that will plan to go for three years.
- Participants will work to engage private sector, State and Federal FEMA representatives in the efforts.
- The AHC will provide a write-up of the regional planning framework and produce/manage a contact directory of participants.

## Visuals

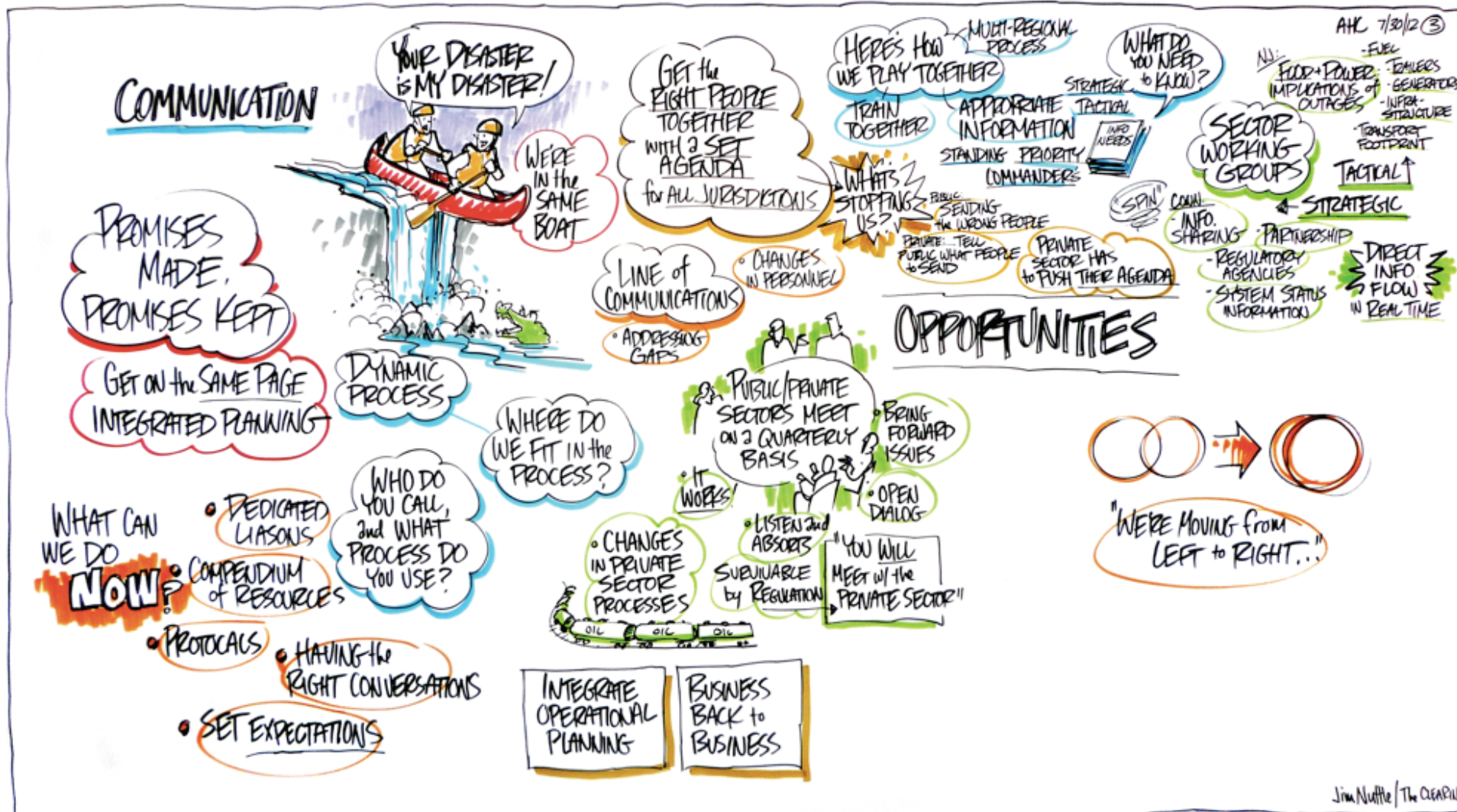
A graphic facilitator captured the challenges, opportunities, agreements, and actions over the course of the July 30 session. His visuals simply and elegantly depicted the complex environment in which the AHC operates. These conversations allowed the group to tap into its collective wisdom, energy, and ideas in order to realize each of its four outcomes.

**Slide 1** - Captures the key discussion points from Monday July 30 on the topic of building a multi-state framework for joint public/private planning on specific topics. It outlines the vision (light blue highlights) objectives of the session (brown highlights), joint projects underway (green), and the joint threats/hazards and needs to focus on (orange). Lastly it illustrates the three key principles in "POWER" partnerships (e.g. shared perspective, shared intent, and coordinate actions).





**Slide 2** - Captures the "main idea" of the entire day...communications and shared perspectives. It illustrates the collective desires (red), recommendations & approaches (green), gaps and issues (blue), opportunities (orange), desired outcomes (gold), and finally the agreement of shared responsibility and realization that government and private sector are in the same boat..."your disaster is my disaster" as stated by Chris Geldart (DC) and John Shaner (PEPCO).



**MAY 2013 MULTI-STATE EXERCISE**

**REGIONAL GOVT PRIORITIES**

- REGIONAL GOVT PRIORITIES

**MULTIPLE PUBLIC + PRIVATE STAKEHOLDERS**

- REGIONAL GOVT PRIORITIES
- WHAT'S IN IT FOR THEM?
- HOW DO WE GET THE PRIVATE SECTOR INVOLVED?
- STEERING COMMITTEE
  - WHO DO WE NOT HAVE AT THE TABLE?
  - WHAT SHOULD WE BE DOING?
  - BEST TYPE OF EXERCISE
  - WHAT'S REQUIRED BY REGULATION?
  - AVOID REDUNDANT EXERCISES
  - PRIVATE
- IMPACT BEYOND STATE BORDERS?
  - SUPPLY CHAINS
- INFORMATION SOURCES
- TABLE-TOP → FULL SCALE EXERCISES
  - VIDEO CONFERENCE MULTIPLE LOCATIONS
  - COMM'S
  - FLEET MOVEMENT
  - SECURITY
  - FOOD SECTOR
  - INFO. SHARING
  - POWER
  - OIL
  - HOW MANY EXERCISES?
  - DATE?
  - DRILLS AND TABLETOPS LEADING UP TO EXERCISE
  - SUPPLY CHAIN
  - RESPONSE TIMES
  - SHELTER
  - EVAC. ROUTES

**OUTCOMES**

- OPPS to INTEGRATE SYS.
- GAPS
- NEW PROJECTS
- INTER SHARING
- NEW RELATIONSHIPS
- JOINT SUSTAINABLE FRAMEWORK

**FINDINGS**

- GAPS

**HOW DO WE CORRECT THINGS?**

- "QUICK WINS" 3-6 Mo's
- CORRECT LIST OF RESOURCES (PEOPLE)
- INVOLVE PRIVATE SECTOR
- MAKE IT PART OF THE EXERCISE
- HOLD PEOPLE RESPONSIBLE
- PLANNERS 2 "STAKE TEAM"

**ACTIONS**

- CONFIRMATION OF EOC
- DATES / TIMELINES
- ENGAGE FEMA
- WRITE UP OF FRAMEWORK

**SHORT TERM FIXES BUILT IN AGREEMENTS**

- PRIVATE PARTNER INVOLVEMENTS
- SIMPLE SCENARIO / OBJECTIVES
- PLANNER RESPONSIBILITY FOR FIXES

**CLARITY ON GOAL OF EXERCISE**

- COOPS + MUNICIPALITIES?
- PUBLIC + PRIVATE
- PLANNING TEAM
- WHO SHOULD BE ON THE STEERING COMMITTEE?
- PRIVATE SECTOR PLAYERS?
- VOLUNTEERS
- AVOID STOVEPIPES
- EXERCISE INVOLVEMENT
- REGION 2 and REGION 3 INVOLVEMENT
- UNDERSTAND ACCESS ISSUE
- LEAD INITIATING SCENARIO
- PRIORITIES
- REQUIREMENTS
- MANAGE SCOPE - 3-5 OBJECTIVES
- COMPREHENSIVE SCENARIO - ACROSS REGIONS
- LOOK AT RECENT EVENTS
- LOOK AT EARTHQUAKE
- LOOK AT RECENT EVENTS
- COMPREHENSIVE SCENARIO - ACROSS REGIONS
- SAME THEME

**MAKE SURE PRIVATE SECTOR CONCERNS ARE HEARD**

**NOTICE @ NO-NOTICE EVENT**

**AVOID EXERCISE FATIGUE**

**REGIONAL REDUCES COSTS**

**KEEP IT SIMPLE**

**PROOF OF CONCEPT**

**IMPACT ON LOCATIONS**

**ROAD CLOSINGS**

**QTL DOWN**

**AVOID STOVEPIPES**

**EXERCISE INVOLVEMENT**

**REGION 2 and REGION 3 INVOLVEMENT**

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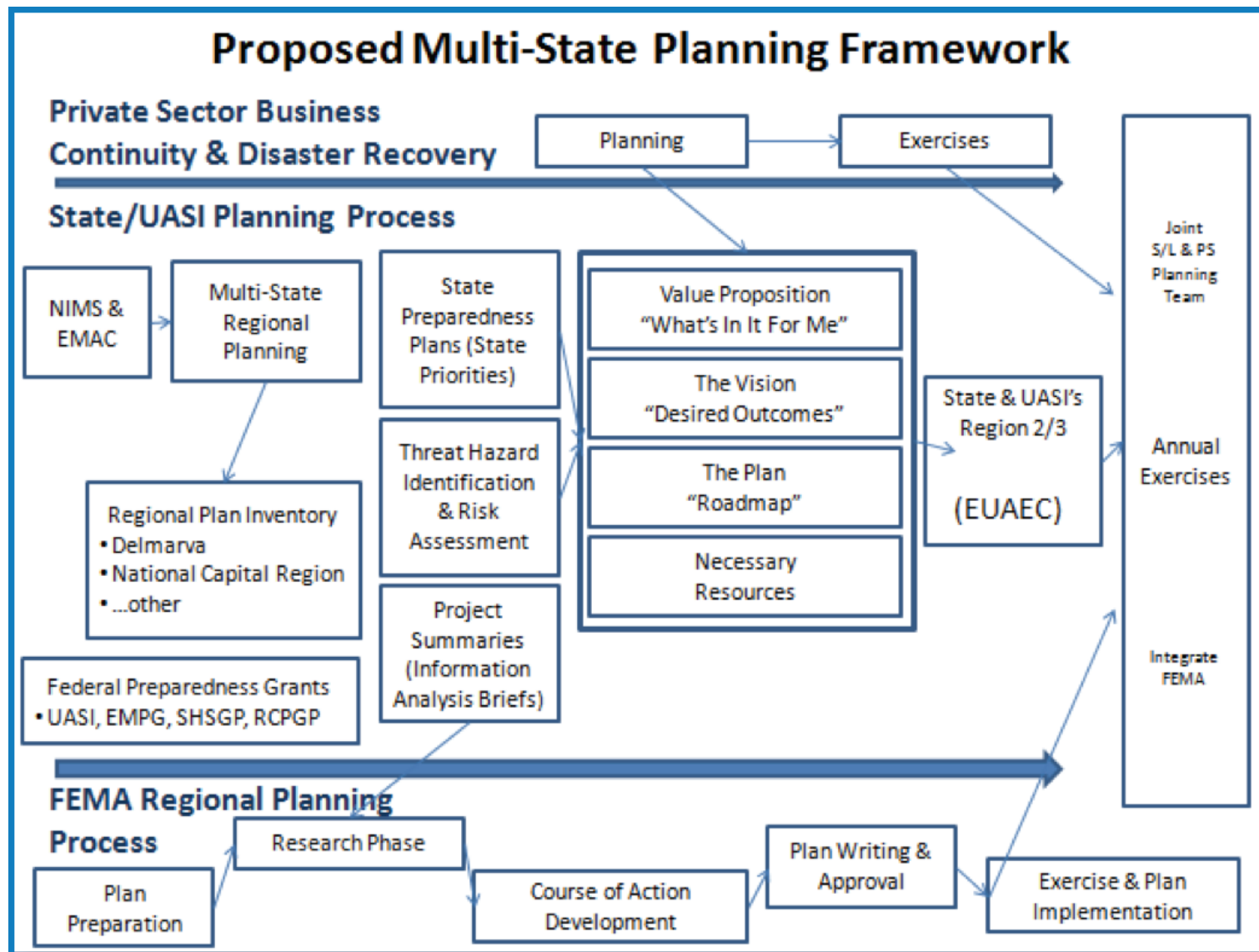
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**Slide 4** - Illustrates the proposed initial framework to support multi-state integrated planning between the private sector, the states/local, and the federal government. All attendees agreed to use this framework going forward and to make adjustments along the way.





## Retreat Attendees

**Bud Mertz**

Pennsylvania Emergency Management Agency

**Christy Morris**

WV Department of Military Affairs and Public Safety

**Evalyn Fisher**

Southeastern Pennsylvania Regional Task Force (Phila UASI)

**Jackie Wasni**

Motorola Solutions

**Joe Picciano**

NJ Office of Homeland Security and Preparedness

**Kurt Reuther**

DE Department of Safety and Homeland Security

**David Lindstrom**

Penn State University

**Bob Crouch**

MITRE Corporation

**Darrell Darnell**

George Washington University

**Ira Tannenbaum**

NYC Office of Emergency Management

**Chris Geldart**

Director, DC HSEMA

**Tom Minton**

Director, Pennsylvania Homeland Security

**Ben Muncy**

Virginia Emergency Management, Private Sector Liaison

**George Nelson**

VP Operations, PHI (PEPCO Holdings Inc.)

**John Shaner**

Pepco, Emergency Management Manager NERC

**Dick Price**

Verizon, Chief Business Continuity Officer

**Bill Robinson**

PBF Energy, Security Manager

**Mike Ambrosio**

Wakefern Foods, VP Quality Assurance Division

**Jonathan Spector**

The Clearing

**Cara Byrne**

The Clearing

**Ron Ivey**

The Clearing

**Jim Nuttle**

The Clearing

**Kristy Augustosky**

Integrity Consulting

**John Molnar**

Integrity Consulting

**Dennis Schrader**

DRI International, Chair AHC REAG Working Group