



*Re-Inventing
Emergency Response
and Information
Sharing for Industry
and Government*

annual report
2017





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Dear All Hazards Consortium Stakeholders;

To those of you who have supported and been with us over the years, I want to thank you for all of your support and assistance. To our new stakeholders, thank you for wanting to participate.



As the current President of the Board of Directors of the All Hazards Consortium (AHC), please know I appreciate each and every one of our public and private sector stakeholders, past and present.

I have been so fortunate to have been able to witness the AHC develop and mature over the years. It seems our common challenges have allowed us to continue to improve and grow.

This past year, the AHC, its states, and its working group members in both the Multi-State Fleet Response (FRWG) and the Sensitive Information Sharing Environment (SISE) Working Groups have been tested like never before. The 2017 hurricane season brought us Harvey, Irma and Nate all in a three-month period and forced all of us in government and the private sector to stretch a great deal in our response and recovery efforts. Additionally, new demands are impacting us on all fronts: the opioid epidemic; drones/Unmanned Aircraft Systems (UAS); stronger shifting weather patterns/storms; and of course, cybersecurity.

Through it all, our partnerships continue to engender dialogue in both the public and private sectors allowing for those open, honest, and respectful conversations to identify common issues and develop simple, effective solutions. This last year of 2017 enabled our stakeholders to continue innovative thinking, improve on existing products, encourage new product development, and provide new opportunities for situational awareness and novel data sharing initiatives. The trust framework continues to mature and expand because of the underlying fundamental belief of our stakeholders in the value of working together.

As we move into 2018, the AHC is excited about the opportunities ahead. Our sustained education and collaboration between the government and industry operations professionals continue to integrate disaster management and business continuity planning, education, training and exercises which serve everyone across the nation.

Those in emergency preparedness and response know we can anticipate both old and new challenges ahead. But with your help, sharing best practices and working together I have never been more confident that we will work through any obstacles together and jointly develop safe and legal long term sustainable solutions to address them all.

On behalf of the AHC Board of Directors and all the stakeholders of the AHC, the Fleet Response Working Group (FRWG), the Sensitive Information Sharing Environment (SISE) Working Group, all their subcommittees and our partners, I am profoundly grateful for the support we received from our participating states, private sector companies, trade associations, business and research groups, and the federal agencies in their individual and collective roles and activities this past year that contributed to making our country more resilient.

It continues to be my honor to serve as the President of this dynamic and evolving organization and I am pleased to announce the release of the joint AHC/Fleet Response Working Group Annual Report.

Thank you again for your interest and support.

Respectfully,

Christy Morris
President, AHC Board of Directors
Former Deputy Secretary, West Virginia Department of Military Affairs and Public Safety



2017 IN REVIEW

2017 proved to be another year of historic weather, the addition of new leadership on the Board of Directors and Working Groups, organizational growth with new partnerships, innovative projects and initiatives, new relationship and partnerships, and continued research and development.

Leadership changes and additions occurred in the AHC's governance structure within the Board of Directors and the AHC's working groups.



Weather related events reach historic levels. In 2017 alone, weather and climate disasters caused a record-breaking \$306Billion Dollars in damages. Supply chains were disrupted, business was halted, repair and overtime costs skyrocketed to overcome delays and restore business and communities, and loves were lost.

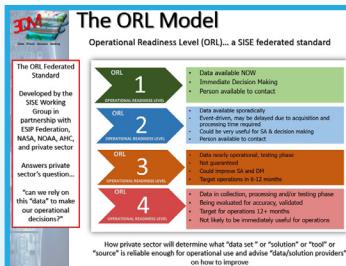
New projects and initiatives emerged in the areas of cybersecurity, sensitive information sharing, opioid outreach/prevention, and disaster management.



Several new relationships and partnerships were formed in 2017 to support sensitive information sharing, software development, and cybersecurity. These partnerships provide new strategies and approaches; new capabilities; new networks of people; new data sets and information; and contribute towards the long-term objectives of the overall mission of the AHC and its working groups.



Research and development transition continued to play an increasing role in the AHC's activities particularly in disaster management, sensitive information sharing and cybersecurity. Technical enhancements were made to several tools used by the private sector for situational awareness and decision support.



The development of a decision support tool, referred to as the ORL (Operational Readiness Level), was started to increase decision maker's confidence in datasets and tools used in their decision processes. And finally, a new cyber requirements development initiative was started to look at specific cybercult needs in the transportation and electric sectors.

2017 IN REVIEW

Governance

In 2017, the AHC approved three (3) new members to their Board of Directors.

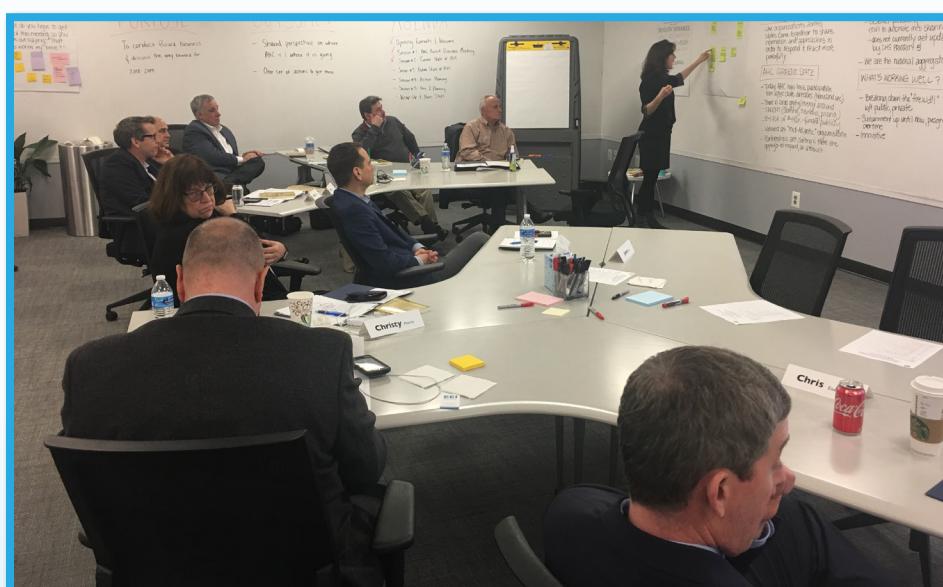
- [Chris Eisenbrey](#), Senior Director, Business Continuity & Operations at the [Edison Electric Institute \(EEI\)](#)
- [Kelly McKinney](#), Director Emergency Management & Enterprise Resilience, [NYU Langone Health](#)
- [Roland "Bud" Mertz](#), Director of Public Safety at [Westmoreland County Pennsylvania Department of Public Safety](#)

As the Consortium continues to mature as a national public/private partnership supporting states and industry during disasters and disruptions, having experienced and seasoned professionals on its Board of Directors is critical to the long-term growth of the organization.

Chris Eisenbrey brings a unique experience and trusted relationships to the Board from the electric sector. Chris has been working with the Consortium as a strategic partner since 2013 to expedite electrical power restoration in the U.S.

Kelly McKinney had worked with the Consortium dating back to 2010 when he was the Deputy Commissioner at the NYC Emergency Management Department. Now working at NYU Langone Health, he brings the healthcare sector perspective to the Board.

Bud Mertz was formerly on the Board when he served as Pennsylvania's Homeland Security Director and now brings the important local government perspective to the Board as a public-sector member.





2017 IN REVIEW

Working Groups

The Multi-State Fleet Response Working Group (FRWG) also welcomed new leadership. The founding FRWG chairperson John Shaner (retired electric sector) served six years as the chair and established the vision and provided the leadership for this working group to quickly focus on developing safe, legal solutions to many operational issues facing the electric sector and states during disaster response efforts. John also worked hard with FRWG stakeholders to establish a sustainable governance model, partnerships with state and federal agencies, and cross sector information sharing mechanisms that could share sensitive information to be shared across all sectors. John will continue be engaged with the FRWG and the AHC's Board of Directors.

In 2017 [John Shaner](#) passed the FRWG leadership baton to new Chair and Co-Chair [Mike Zappone](#) (Eversource Energy) and [Tony Hurley](#) (Witt-O'Brien's) to continue to develop and expand the FRWG's capabilities and partnerships in support of the FRWG's mission.

- [John Shaner](#), JLShaner Consulting LLC, former electric sector 35+ years (Allegheny Power, PHI), former AHC Board Member
- [Mike Zappone](#), Manager Resource Acquisition, [Eversource Energy](#)
- [Tony Hurley](#), Managing Director at [Witt O'Brien's](#)

The SISE (Sensitive Information Sharing Environment) Working Group also welcomed its inaugural leadership team in 2017. [Kent Kildow](#) (Verizon) serves as the chairperson and [Stephen White](#) (FEMA Logistics) serves as the co-chair. The SISE working groups.

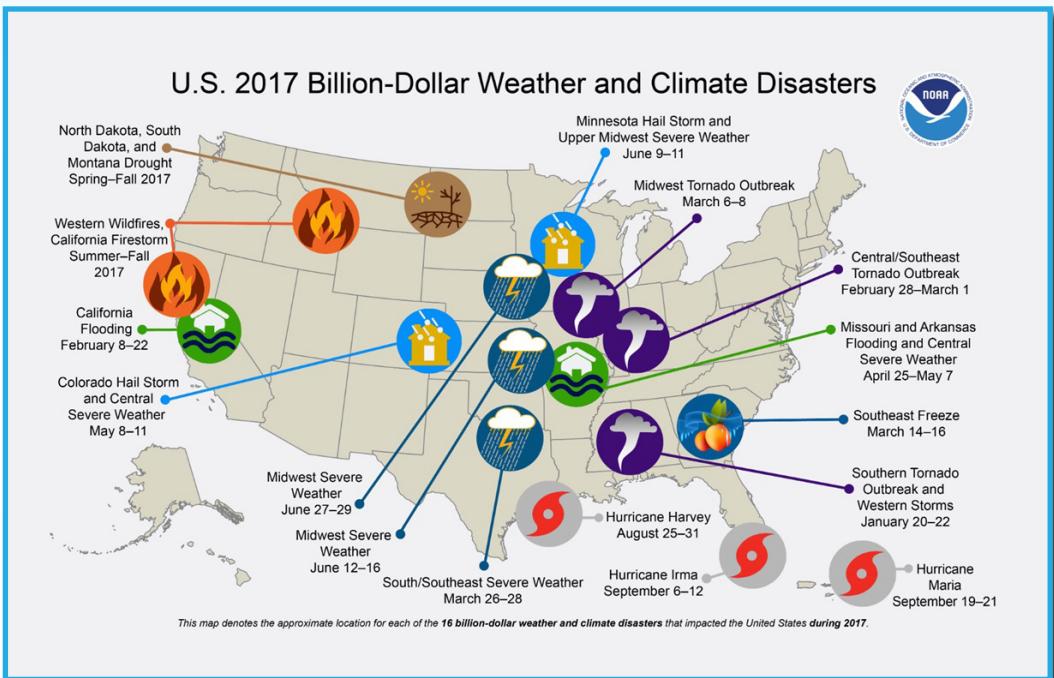


- [Kent Kildow](#), Director Business Continuity & Emergency Management, Verizon
- [Stephen White](#), Supply Chain Advisor, [FEMA Logistics](#)

2017 IN REVIEW

Weather

2017 proved to be another dramatic year for weather-related disasters. According to a report issued by Colorado State University, here are some of the all-time records set this year:



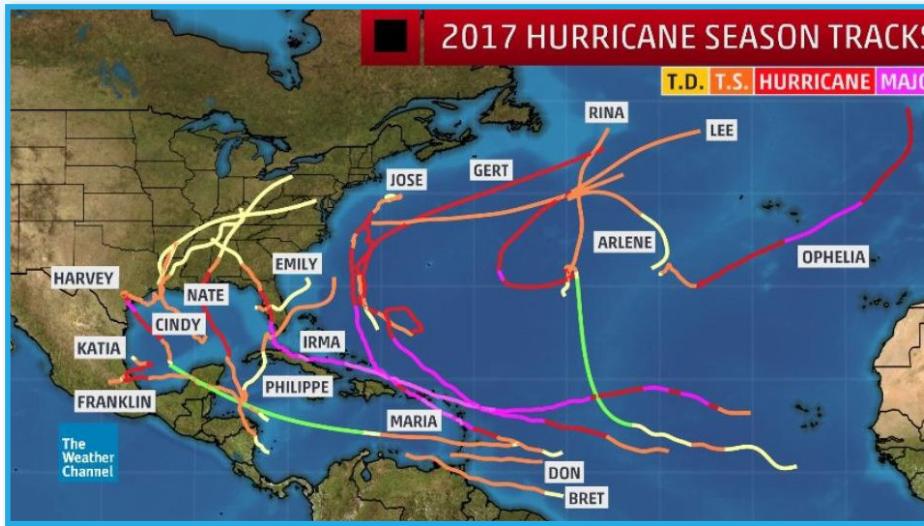
- September broke all-time records for the number of storm days, hurricane days, and major hurricane days. There were 40.25 hurricane days since the days of each storm are counted separately.
- September 8 set the one-day record for accumulated cyclone energy (ACE), thanks to the combined forces of Hurricanes Irma, Jose, and Katia. September also broke the record for most ACE in a month.
- Irma's maximum sustained wind speed of 185 mph made it the strongest storm that's ever existed in the Atlantic, outside the Caribbean and Gulf of Mexico. (Including those regions, it's the second strongest after Allen, which reached 190 mph).
- Irma set a record for maintaining that same intensity for 37 hours, longer than any other storm on the globe.
- Harvey broke the record for most rainfall from a tropical cyclone in the US, with more than 60 inches of rain falling at two measuring stations in Southeast Texas.
- This was the first known year that two Category 4 storms made landfall in the continental US: Irma and Harvey.
- Maria was the first Category 5 storm to hit Dominica and the strongest storm to hit Puerto Rico since 1928.



2017 IN REVIEW

Additionally, the 2017 hurricane season set other records including:

- Top 3 costliest hurricane season in history (hundreds of billions of dollars needed for restoration and recovery efforts)
- Top 3 broadest geographic impact affecting multiple states and countries
- Largest mobilization and movement of electric sector mutual assistance resources in history
- Largest FEMA response and mobilization in history



The 2017 hurricane season contained 17 named storms including 10 hurricanes (6 reached Category 3 or higher) and generated the most cumulative wind and storm surge force since 2005 according to industry reports.

In response, the stakeholders of All Hazards Consortium (AHC) and the Multi-State Fleet Response Working Group (FRWG), participating states and multiple partner organizations joined together during Harvey, Irma and Maria to address the impacts primarily in Texas, Florida, Puerto Rico and the U.S. Virgin Islands. The efforts included:

- Expediting power restoration and supply chain movement across state lines and the US/Canadian border
- Facilitating operational coordination between the private sector and multiple states to reduce transportation-related delays with fleet movements
- Developing and widely distributing information products developed by government and industry
- Provide cross-sector situational awareness via the common operating picture platform
- Locating “open stores and providers” of emergency resource materials and services
- Stood up a national private sector operated Disaster Operations Center and Help Desk to support the private sector’s need for cross-sector operational information/communications, logistics support and resolving operational issues with multiple states
- Working with government and industry organizations to:
 - Develop re-entry processes
 - Locate available fuel, food and housing for inbound utility workers and displaced citizens
 - Centralize government disaster declarations, waivers and guidance to support private sector resource movements across the US
 - Share sensitive information w/states to resolve private sector operational issues in transportation

2017 IN REVIEW

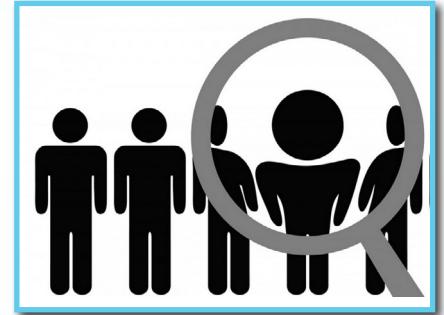
Emerging Initiatives

Partners and stakeholders of the AHC continually monitor emerging issues and technologies in order to improve current policies, processes, and solutions that support businesses and communities getting back to normal faster following any type of disaster.

In 2017, following initiatives were undertaken and/or advanced by the AHC's working groups/partners:

Technology

- Drones/UAV
- Virtual community and collaboration software
- Accelerated mobile app development
- Identity management
- Blockchain
- Artificial Intelligence



Policy

- Drone/UAV Public/Private Mutual Assistance Agreement
- Federal policy on reducing utility transportation delays during disasters
- State re-entry policy of private sector resources
- Using State Executive Orders vs. Declarations for expediting resource movements across state lines
- Develop standards for “Operational Use of Data” in real world environments

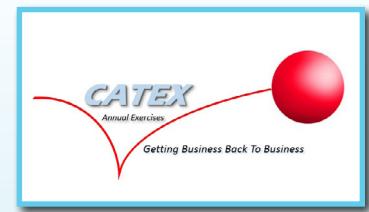
Education and Training

- Opioid outreach and education
- Private sector mutual assistance process for power restoration
- Communications and marketing w/ Artificial Intelligence
- Development of unique training content to support leadership development, enhancing public/private coordination, and disaster management tools and technologies



Operations

- Multi-tiered self-guided exercises (CATEX I, II and III)
- State business emergency operations center (BEOC) program integration
- Development of a private sector cross-sector disaster operations center & help desk
- Sensitive Information Sharing Environment Framework (SISE)
- Enhanced data sharing between AHC, FEMA NBEOC, FEMA NRCC, DHS NICC, US DOE, US DOT and State/Local/ Tribal/Territorial Governments



Research & Development

- Cybersecurity requirements development with electric and transportation sectors
- Development of regional common operating picture for states, private sectors and federal agencies for accelerated power and supply chain restoration
- Rapid mobile app development
- Predictive data-driven decision making w/Artificial Intelligence





PROJECTS

New Projects

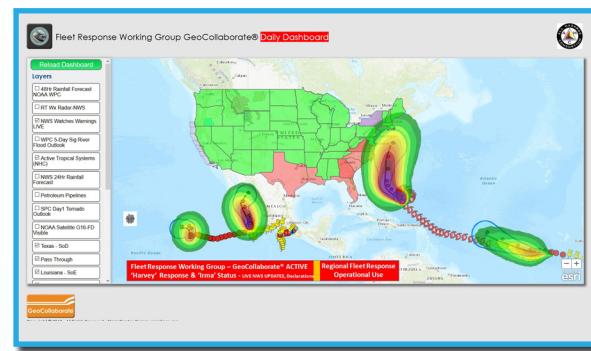
The AHC's working groups start initiative frequently to explore and test new solutions to address real world issues that collectively face.

These projects cover a wide range of topics and issues.

1. Regional Common Operating Picture Project

In partnership with DHS NPPD Office of Infrastructure Protection, the AHC continued to work on enhancing the Fleet Response Working Group's Daily Disaster Dashboard which provided a "Regional Common Operating Picture" that supports response efforts across multiple sectors and government during large storms, disasters and disruptions.

This project focuses on building a "trusted environment" by improving public/private planning, enhanced data/information sharing and visualization; enhancing the common operating picture; developing an operational "app store"; creating a new federated ORL (Operational Readiness Standard) standard to improve decision maker's confidence in their data and data sources; and producing actionable information products aligned with "use cases" that can be used during emergency and non-emergency conditions by government and critical lifeline sectors.



2. The SISE (Sensitive Information Sharing Environment)

The SISE provides a safe and trusted environment for public and private sector operations professional and decision makers to work year-round. The SISE provides the legal, policy, process and technical framework that support sensitive information sharing integrated planning and exercises without the fear of legal, political or regulatory blowback on its public and private participants. The SISE is comprised of vetted stakeholders who are organized into working groups that are focused on creating real world operational solutions to nagging issues that plague government and the private sector during regional large-scale disasters and disruptions. The SISE also provides the sustainment needed to help initiatives continue without disruption as stakeholders retire, step down after government elections, or experience a job change.



3. Drones/UAS Mutual Assistance

Working with the electric sector and the Commonwealth of Pennsylvania, AHC stakeholders are working on the development of a public/private agreement for mutual assistance during disasters. This agreement will allow private sector drone/UAS drone systems to be used following disasters to provide important situational awareness video and information that would be shared with state and local emergency management officials. Getting the drones flying faster and sharing that information with government faster is the main objective of this agreement.

PROJECTS

4. Public/Private State Business Emergency Operations Center

Working with Pennsylvania Emergency Management, the AHC and members from the FRWG are working to develop a new model for a state-focused Business Emergency Operations Center (BEOC) sustained by the private sector.



Leveraging best practices from several existing state BEOC's and the FRWG's regional operations center, this initiative plans to engage Pennsylvania businesses to jointly develop a framework to share information more effectively.

This initiative, once completed, will allow the state emergency operation centers to work with private sector companies and explore ways to enhance information sharing and situational awareness in support of disaster response and recovery. Additionally, the initiative will leverage the efforts of the site working group of the SISE working group and dozens of data mining organizations, software developers, and solution providers to support the creation of new innovative solutions to address specific private sector issues in Pennsylvania.

States will get access to new private sector information not available to them before and the private sector will get ground truth information at the state/local levels across multiple states in a single place.

The objective of this initiative is to support and sustain a Public/Private Business Emergency Operations Centers within a state via partnerships with the private sector.

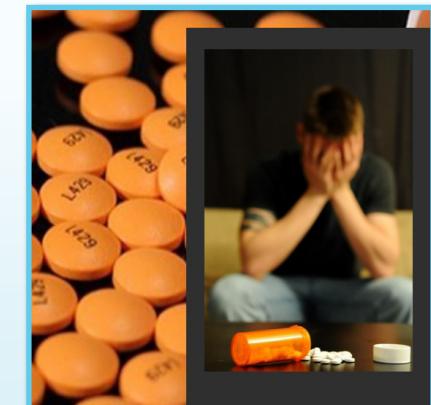
5. Using State Executive Orders to Support Power Restoration

Call stakeholders from the AHC's Multi State Fleet Response Working Group participated in discussion with states to explore a more effective and efficient method for obtaining declarations and waivers during an event. Leveraging a process already in use in North Carolina, the AHC looks to work with several states to develop a similar process to use an executive order instead of a former formal disaster declaration. The executive order process appears to be faster, more targeted, and very effective at removing some of the delays the private sector faces when they move resources in and around the region in their response and restoration efforts.

6. Opioid Outreach and Education

The AHC leverages several partnerships to develop an elegant social media outreach and education initiative designed to support government outreach efforts for citizen awareness and communications. Working with technology developed under a DHS NIPP program, the AHC create a mechanism that used social media to reach family and friends of potential opioid victims and quickly route them to county websites for help and information all on their mobile devices. In a five-day pilot, the initiative reached over 11,000 Maryland citizens who agreed to opt-in to the process. The effort drove new web traffic to well-designed but sometimes "visitor starved" websites hosted by county health departments.

Learn More... <https://youtu.be/7pVDqhm1tzk>





OPERATIONS

Integrated Planning and Exercises

"Planning and exercises determine the level of professionalism in any emergency management organization."
Jamie Turner, Former Director, Delaware Emergency Management.

The AHC stakeholders conduct planning and exercises year-round via working groups.

In 2017, AHC working groups focused their planning efforts on the following:

- 1) SISE (Sensitive Information Sharing Environment)
 - Developing the ORL (Operational Readiness Level) standard for data sharing
 - Continued development of the SISE processes, policies, procedures and technologies
 - 1StopOps data subscription service
 - Use Case template development to organize data and people for decision support
 - Agreements w/new data partners and sources
- 2) Joint public/private exercises
 - Continued joint public/private sector exercise integration and coordination
- 3) Drones/UAVs
 - Developing agreement between states/utilities for resource/information sharing
- 4) Opioid Education and Outreach
 - Innovating opioid outreach and education processes/partnerships to curb overdoses and deaths

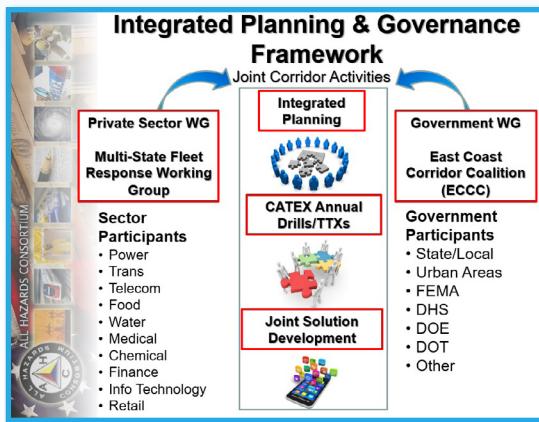
Joint Exercises

Since regional plans to address multi-state, multi-sector disaster management issues are virtually non-existent, the AHC's working groups focus their planning efforts on fixing real world operational issues by developing prioritized "sector use cases" which are used to develop short-, mid- and long-term solutions (e.g. apps, data sets, process improvements, websites, tools, etc..). These solutions are then tested during real world events or in exercises.

The AHC's annual CATEX Exercise (CATastrophic EXercise) is an annual exercise that engages multiple governments and private sector stakeholders in a virtual, self-guided, multi-tiered aimed at testing various processes and solutions produced by the AHC's working groups.

CATEX tests and educates its exercise participants in the same processes and tools that will be used in future response events to any type of disaster or disruption. "We practice the same way we play".

Learn more.. <http://www.ahcusa.org/catex-2017-exercise1.html>



OPERATIONS

Research & Development

2017 was another growth year for research and development within the AHC, particularly with the SISE (Sensitive Information Sharing Environment) platform.

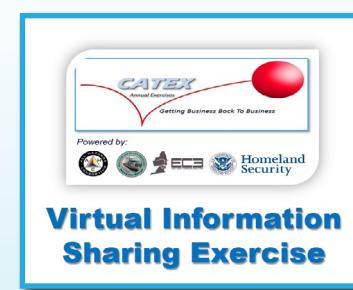
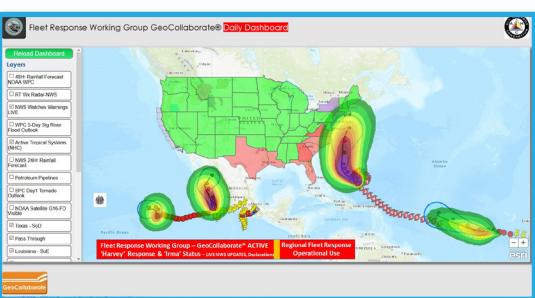
In 2015, the DHS' Cyber Security Division began working with the AHC on improving cybersecurity, identity management and information sharing. Working with private sector stakeholders within the FRWG, government-funded research that helped to create sensitive information sharing products and capabilities that are now being sustained by multiple states and the private sector:

- A public/private information sharing working group
- A private sector operated sensitive information sharing framework
- A federated public/private legal information sharing agreement
- A PIV-I (Personal Identity Verification-Interoperable) Information Sharing Pilot
- An identity vetting and verification policy



Critical Infrastructure Resilience

In 2016, DHS NPPD Infrastructure Protection began working with the AHC on a research project to enhance critical infrastructure resilience and sensitive information sharing. The project leveraged the 2015 DHS Science & Technology project investment in identity management, a \$5million NOAA investment in a collaborative geospatial technology to further develop a private sector trusted regional "operational information" sharing mechanism that provides a common operating picture to support public and private decision makers before, during and after a regional natural or man-made disaster.



This project was extended in 2017 and will focus on building trust by improving public/private planning, enhanced data/information sharing and visualization, enhancing the common operating picture for specific use cases, developing an operational "app store" framework available to any organization, and producing actionable products aligned with "use cases" that can be used during emergency and non-emergency conditions by government and critical lifeline sectors.





OPERATIONS

Cybersecurity

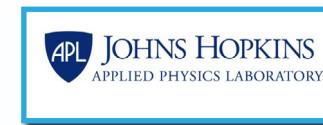
The focus of the AHC's cybersecurity programs is in the areas of identity/access management and data privacy.

Working with DHS Science and Technology, the AHC stakeholders are identifying requirements across multiple sectors for identity management and data security.

Program components include:

- Sector outreach
- Research
- Process Review
- Data Capture & Analysis
- Meetings and Interviews

Learn More: <http://www.ahcusa.org/cyber-security.html>



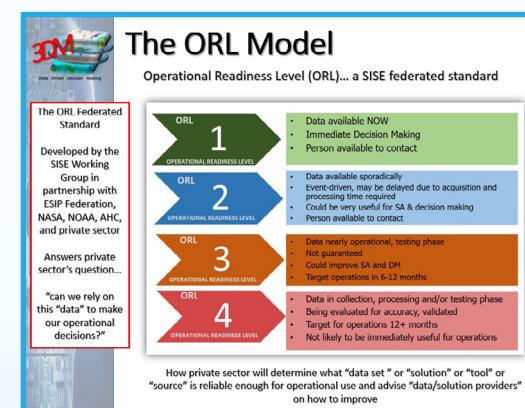
ORL (Operational Readiness Level) Model

A new federated standard is being developed called the ORL (Operational Readiness Level) to instantly add confidence to the decision-making environment when so many data sources are available. In many cases it is unknown where certain data sources come from and whether those sources are credible or not.

The Federation of Earth Science Information Partner's (ESIP Federation) Disaster Lifecycle Cluster in partnership with the AHC's Multi-State Fleet Response Working Group has actively embraced this approach and is accelerating the use of ORLs within their SISE (Sensitive Information Sharing Environment) and the Daily Disaster Dashboard being used by the private sector and states to expedite power restoration.

The intent of ORLs is to:

- Identify datasets used in decision making as trusted, vetted data sources
- Provide decision makers with a level of confidence in using datasets to drive decision making
- Evolve the process of identifying data, verifying its trustworthiness and availability
- Posting vetted data in a secure shared environment that will be made available to others as needed.



PROGRAMS

Disaster Management

Disaster management includes response, recovery, and resilience to any type of threat. Our programs address real-world issues and focus on the creation of solutions to address the short, mid-, and long-term needs of the stakeholder involved.

The focus of these programs is to produce products that can be immediately implemented within the private sector or government that expedite the flow of information, provide education, facilitate a process, or expedite decision-making through better situational awareness during an incident.

These programs cover the preparedness, response, recovery phases of any type of incident and can focus on any of the issues facing emergency management, transportation, law-enforcement, cybersecurity, or business continuity.

The Consortium works in partnership with state emergency management/law enforcement/transportation agencies, federal agencies, trade associations, nonprofit associations, research groups, and academia to accomplish the goals of its programs.

Program components include:

- Staffing
- Grants Management
- Public/Private Planning / Exercises
- Education / Training
- Research
- Public/Private Solution Development
- Meetings and Workshops
- Special Projects

Since 2012, the AHC stakeholders have produced dozens of operational products, processes and policies that have been utilized in every major East Coast storm/disaster and resulted in reduced resource movement delays, increased situational awareness, better operational coordination between government and industry, enhanced decision making and the saving of lives.

Sensitive Information Sharing

During any type of incident, information needs to be shared on a variety of levels and across organizational silos.

The stakeholders of the AHC focus on sensitive information that is not classified or secret, but may be sensitive due to legal, regulatory, competitive, political, or other types of restrictions. Most of this information resides in the private sector.

Our topics within the sensitive information sharing arena include:

- Data user identity validation and verification
- Data privacy
- Legal protection
- Data labeling and handling
- Data policy and process
- Technology to simplify, automate, and scale information sharing





PROGRAMS

Additionally, sensitive information sharing processes are moving away from portals with user-names and passwords.

The trends are pointing to secure and non-secure mobile apps that can quickly validate a user, gather reliable information from multiple sources, and present the user with the right information for them to make a decision within "30 seconds".

The future of the Consortium's sensitive information sharing programs will include the following components.

Program components include:

- Public/Private Planning / Exercises
- Education / Training
- Research
- Public/Private Solution Development
- Meetings and Workshops
- Special Projects

Cybersecurity

Also, in 2017, the All Hazards Consortium began working with the U.S. Department of Homeland Security and the Johns Hopkins Applied Physics Laboratory to determine prioritized cybersecurity requirements across multiple sectors including energy (electric), food, fuel, healthcare/life sciences, and transportation. The initial focus will be on the Identity Management and Data Privacy cyber areas.



This cyber initiative leveraged the private sector stakeholders of the AHC and its Multi-State Fleet Response Working Group, the American Logistics Aid Network (ALAN), key technical experts in cybersecurity, and the SISE (Sensitive Information Sharing Environment) to:

- 1) Identify common themes within cybersecurity by sector
- 2) Prioritization of common threats
- 3) Validation from this user community that addressing these themes/threats would solve key user cases within their environments

PROGRAMS

Commercializing Research

Transitioning research into the real world operational environment is a major challenge for the federal government. The AHC and its programs focus on expediting this transition with input from real world operations professionals across multiple sectors.

By working with research sponsors and partners, the AHC can quickly capture and prioritize real world operational requirements to help better inform the research which ensures the solutions that are developed are quickly adopted by the private sector.

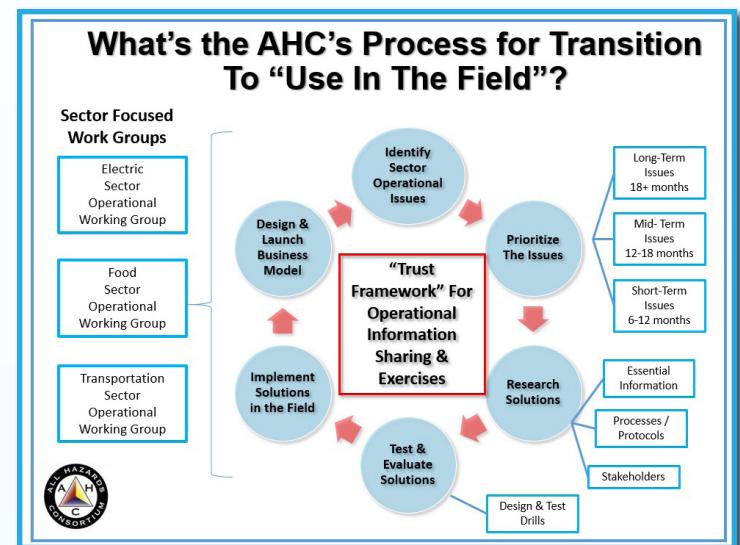
These programs have produced a number of results including legal, policy, process, and technology solutions that all support identity management and information sharing between industry and government. Many of these solutions have been operationalized already and have been used in real world environment since 2012.

In February 2018, the AHC briefed at the first Critical Infrastructure Security & Resilience Stakeholder Workshop on its Regional Common Operating Picture project with DHS NPPD along with the long-term transition and sustainment capabilities with the private sector.

As the world becomes more mobile and information more plentiful, the role of cybersecurity and identity/access management will only increase. The AHC has positioned its programs to stay on the cutting edge by focusing on the main high risk, high-impact areas within the private sector

Program components include:

- Planning and exercises
- Prioritizing sector requirements
- Technology research
- Solution development, test and evaluation
- Product packaging, messaging and marketing
- Meetings and interviews
- Implementation





PROGRAMS

Joint Use Case & Solution Development

Most stakeholders attracted to the AHC are problem solvers. Many of them are senior policy or operational leaders in the private sector or government. The one thing they all have in common is they want to see solutions created and implemented that solve real world operational problems quickly.

Use cases are developed by working groups in order to create a clear understanding of the problem(s) to be solved. Use cases are then submitted for review.

Working group stakeholders follow the vetting process below to determine how use cases will be prioritized:

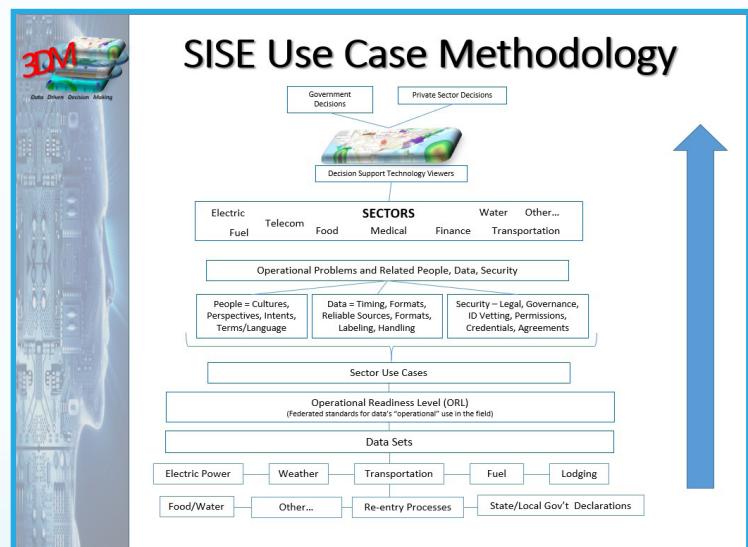
- Step 1 – determine if the problem simple to solve
- Step 2 – determine if a solution produced is going to bring operational results
- Step 3 - determine if any part of the solution be developed quickly, within 90 days

The speed of development process is critical. If a use case meets those three requirements, the stakeholders will invest the time and energy to begin addressing the issues within the use case.

This process helps streamline the work, leverage the limited resources of the work-groups, and quickly produce results in 90 days that create belief in the process. Increasing belief increases the energy and excitement which supports sustainment, more problem solving and growth.

Program components include:

- Planning and exercises
- Prioritizing sector requirements
- Use Case Development
- Technology research, development, and integration
- Solution development, test and evaluation
- Product packaging, messaging and marketing
- Meetings and interviews
- Implementation
- Ongoing user feedback/enhancement sessions



PROGRAMS

Applied Technology - Disaster Apps Store

The AHC, as part of its SISE (Sensitive Information Sharing Environment) initiative, is working with data providers, software developers and researchers to locate information and data that stakeholders can leverage to develop mobile apps and websites to support information sharing and data driven decision making.

In partnership with the U.S. Department of Homeland Security and NIHS (National Institute for Homeland Security), the AHC is developing a disaster “apps store” called “1StopOps” that will centrally locate hundreds of vetted third-party apps and websites that can be used and ranked for disaster management related decision making.

The prototype, tested and launched in 2017, will become a subscription-based service in 2018 and will provide access to new and better-organized information that can support improved situational awareness and enhanced decision making in the public and private sectors.

Program components include:

- Use Case Development
- Technology research, development, and integration
- Data capture, organization and management
- ORL (Operational Readiness Level) determination for increased decision confidence
- User identity vetting and verification
- Data labeling and handling
- App/Solution development, test and evaluation
- Product packaging, messaging and marketing
- Meetings and interviews
- Implementation
- Ongoing user feedback/enhancement sessions



Membership

Joining the AHC is one of the most effective ways you can protect your organization, employees and customers against natural, accidental, man-made or cybersecurity threats and vulnerabilities related to the nation’s critical infrastructure.

Since 2015, federal, state, and local government agencies, private sector organizations, trade associations, and other key stakeholders have worked together to address their common issues in disaster management and get businesses and communities back to business faster after regional disasters and disruptions.

Joining the AHC’s trusted nationwide network of operational professionals who leverage each other’s resources and investments, conduct joint planning and exercises, and collectively create innovative solutions, tools and apps that they share with other stakeholders.

Learn More: www.ahcusa.org



MEETINGS

Multi-State Fleet Response Working Group Annual Meeting

The FRWG held its 5th annual meeting in Philadelphia, PA in March 2017. Due to growth, this meeting spread across two and one-half days:

- Day 1: A meeting with the FRWG leadership and the regional fusion centers in NJ, DE, PA, MD, DC, and Philadelphia was held to explore opportunities to share private sector information faster and more effectively at the regional level.
- Day 2: A meeting of the SISE (Sensitive Information Sharing Environment) working group was held to identify opportunities to better organize data and use cases and identify projects and products that can produce faster decision-making tools for disaster management.
- Day 3: The annual meeting of the FRWG was conducted that brought together states and private sector leaders to discuss a variety of topics, projects, and opportunities to expedite mutual assistance resource movement, information sharing, communication & coordination with states and new solutions being developed by the FRWG stakeholders.



Sensitive Information Sharing Environment (SISE) Working Group Meetings

The SISE working group conducted ongoing weekly meetings throughout 2017 as part of its continued development of information sharing use cases, policies, standards, technologies, data sets and solutions to enhance decision making in the private sector and government during disasters.

In 2017, the SISE working group continued its work under the DHS NIPP Challenge program for the development of a “common operating picture” to be used by companies, states, and federal agencies during disasters. Stakeholders of this working group include representative’s government and the private sector from the electric, telecom, finance, food, fuel, health and retail sectors.

Learn More: <http://www.fleetcyberid.org/>

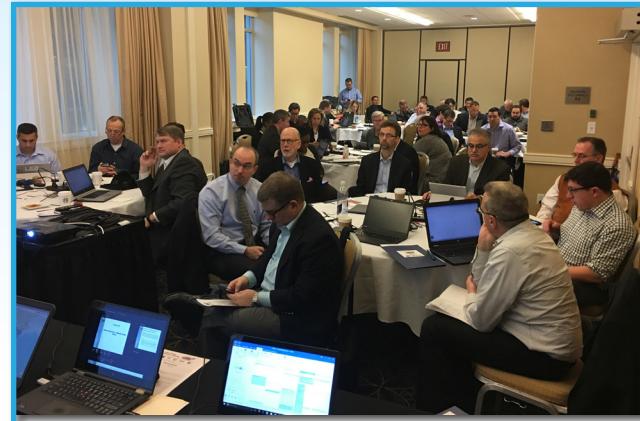
MEETINGS

Data Driven Decision Making Workshops

The SISE working group began their Data Driven Decision making (3DM) initiative in 2016.

The 3DM workshops were held quarterly in 2017 and brought together stakeholders from the private sector, government, academia and solution providers to further develop processes, tools, data sets and standards that more effectively organize, validate and serve up information from validated sources in support of faster decision making during a disaster.

Learn more: <http://www.fleetcyberid.org/>



US DOT Emergency Route Working Group

Members of the FRWG participated in a national policy development initiative for expedited disaster response. Started and facilitated by the US Department of Transportation, the Emergency Route Working Group (ERWG) collaborated to provide the Secretary of Transportation advice and recommendations for the implementation of best practices for expeditious state approval of permits for vehicles involved in emergency responses and recovery. ERWG stakeholder organizations included:

- American Association of State Highway and Transportation Officials (AASHTO);
- Federal Emergency Management Agency;
- Edison Electric Institute;
- American Public Power Association;
- American Public Works Association;
- National Rural Electric Cooperative Association;
- National Utility Contractors Association; and
- Electric Power Supply Association.

Learn More: <https://ops.fhwa.dot.gov/fastact/erwg/index.htm>



MEETINGS

2017 Annual Board of Directors Meeting

The AHC's Board of Directors held their annual meeting in Feb 2018. This year's meeting welcomed three new Board members:

- Chris Eisenbrey, Senior Director, Business Continuity & Operations at the Edison Electric Institute (EEI)
- Kelly McKinney, Director Emergency Management + Enterprise Resilience, NYU Langone Health
- Roland "Bud" Mertz, Director of Public Safety at Westmoreland County

Hosted and facilitated by The Clearing, this meeting brought together the AHC's leadership, its working group chairs, and state/federal partners from Pennsylvania, FEMA Logistics, FEMA Private Sector Office, DHS NPPD National Infrastructure Coordination Center (NICC) , and US Department of Energy for 2 days of discussions across a wide range of topics including public/private integrated planning, joint exercises, sensitive information sharing, cybersecurity and leveraging the SISE framework to connect states, companies and federal agencies together to share sector specific information to support power and supply chain resilience.



DHS CIPAC Meeting

The U.S. Department of Homeland Security established the Critical Infrastructure Partnership Advisory Council (CIPAC) to facilitate interaction between governmental entities and representatives from the community of critical infrastructure owners and operators. As part of the RC3 (Regional Consortium Coordinating Council) the AHC and FRWG stakeholders participate in CIPAC and its meetings to sharing best practices across multiple sectors, develop new relationships and explore opportunities to enhance critical infrastructure resilience and cybersecurity.

Learn More: <https://www.dhs.gov/critical-infrastructure-partnership-advisory-council>

PRODUCTS & SERVICES

The AHC produces products and services to address the needs of its public and private stakeholders involved in all phases of disaster management, logistics, business continuity, public safety, public health, transportation, and research and development.

These products range across several categories including:

- Operational guides that enhance transportation movements and information flow
- Websites and information sharing tools that improve situational awareness
- Federated policies and processes that support the unity of effort between industry and government
- Education and training products to support the public/private interests
- Memorandums and agreements that provide legal frameworks for public/private collaboration
- Apps and data sets that organize and serve up information faster to decision makers
- Planning and exercises that enhance public/private coordination and communication
- Research and development to develop new solutions to support sensitive information sharing, cybersecurity, and disaster management

Products and services are accessed by registered stakeholders (e.g. members) via an annual subscription service model under the AHC's "1StopOps" program.

The 1StopOps program was created to aggregate, vet, and centralize operational information, partners and solutions into a single place to support faster decision making for professionals in disaster management, business continuity, logistics and risk management.

Initially, 1StopOps will focus on Disaster Management related products and services. Over time, 1StopOps will expand to include a wide array of products and services to address more specific needs across a wider number of sectors and agencies.





PARTNERSHIPS

Partnerships and stakeholders are the core of any public/private organization. The AHC's leadership continues to guide the organization to be a "network of networks". Partnerships allow the AHC to stay small and flexible, focus on building trusted relationships, and scale and leverage resources to address more public/private issues, create more solutions and attract more stakeholders.

2017 strengthened existing partnerships and introduced several new partnering relationships in software development, logistics, cybersecurity, disaster management, transportation, supply chain, state/local/federal government and trade associations:



The Health Industry Distributors Association (HIDA) is the trade association representing medical products distributors. Since 1902, HIDA has provided leadership in the healthcare distribution industry. Membership in HIDA provides a wide range of resources and relationships that help companies perform profitably within today's complex healthcare supply chain. HIDA's distributor members offer logistics services that increase the efficiency of the nation's hospitals, nursing homes, physician practices, home health organizations, and other healthcare providers. Member companies range from independent businesses serving local communities, to international Fortune 500 companies. Most members distribute medical supplies and devices, but many also distribute pharmaceuticals, nutritional, technology solutions, and many other products. Member companies differ in size, market, and specialty, but they share a focus on providing solutions that support patient care, enhance efficiency, and help providers manage total costs.

<http://www.hida.org/hida/about/distribution/about/intro.aspx?hkey=8997160e-2ced-48ba-8b54-373b28fd3b32>



Since 1921, **Mazars USA LLP** has provided a unique combination of foresight and experience when fulfilling client needs in accounting, tax and advisory services.

Named a top U.S. accounting firm by Accounting Today, Mazars' team of professionals brings technical expertise, industry insight and an integrated, customized approach to dealing with the critical issues and competitive challenges facing the firm's clients. Whether on the local level or internationally, the firm guides clients through their day-to-day operations and works with them to ensure they have the right financial structure in place to meet their business goals. Mazars' team of over 100 partners and approximately 800 professionals is based out of 10 U.S. offices, Israel and the Cayman Islands. As the independent U.S. member firm of the Mazars Group - a prominent international accounting, audit, tax and advisory services organization with 18,000 professionals in more than 79 countries on six continents - Mazars represents clients of all types, including owner-managed businesses, complex, multi-national organizations and high net worth individuals in a multitude of industries.

<http://mazarsusa.com/about-us/>



The American Logistics Aid Network (ALAN) was founded by several professional and trade associations who came together after Hurricane Katrina to help provide humanitarian relief. Today, ALAN comprises hundreds of supply-chain businesses who stand poised to respond in the event of disasters. We are experts in transportation, warehousing, cold storage, and distribution, and we can help locate and move goods from suppliers to affected communities rapidly and efficiently.

<http://alanaid.org/about-us/about-alan/>



The American Transportation Research Institute (ATRI), a well-known leader in transportation-related research, is an organization whose hallmark is innovative thinking, critical analysis, and uncompromised excellence. As part of the American Trucking Associations (ATA) Federation, ATRI benefits from the broad support of the ATA and its members. The ATA

represents over 35,000 motor carriers through the affiliated trucking associations in 50 states. As a result of ATRI's prominence within the trucking industry, state and federal agencies turn to ATRI for trucking-related research, particularly when industry insight and cooperation is essential to the success of the project.

<http://atri-online.org/about-atri/>

PARTNERSHIPS



Priority 5 is a trusted provider of software solutions for situational awareness and decision support. Its innovative software products aggregate and manage information in real time to provide actionable intelligence at the speed of sight. Priority 5 is at the forefront of creating software tools, including interactive dashboards and analytical frameworks, that operate in a single, cohesive situational awareness platform. Its tools not only help the decision-maker sort through multiple information streams and changing circumstances to maintain real-time situational awareness, but also enable multi-agency planning for response and recovery using modeling and simulation technology.

<https://priority5.com/about/>



The Department of Energy has one of the richest and most diverse histories in the Federal Government. Although only in existence since 1977, the Department traces its lineage to the Manhattan Project effort to develop the atomic bomb during World War II, and to the various energy-related programs that previously had been dispersed throughout various Federal agencies. The mission of the Energy Department is to ensure America's security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions.

<https://www.energy.gov/about-us>



Located within the **Department of Homeland Security**, the **Federal Emergency Management Agency (FEMA)** is responsible for coordinating the federal government's response to natural and manmade disasters. FEMA is charged with providing both immediate and long-term assistance to local and state governments as well as individuals. Throughout its almost 30-year history, FEMA has been synonymous with the word "disaster." Not only is this because of the agency's mission to assist in times of crisis, but also due to its long record of mistakes and, in some cases, failures that have exacerbated suffering caused by storms, fires or earthquakes.

<https://www.fema.gov/about-agency>



API (American Petroleum Institute) - is the only national trade association that represents all aspects of America's oil and natural gas industry. They are producers, refiners, suppliers, marketers, pipeline operators and marine transporters, as well as service and supply companies that support all segments of the industry.

<http://www.api.org/>



The National Rural Electric Cooperative Association (NRECA) is the organization that represents the interests of over 900 electric cooperatives in the United States, to various legislatures. Independent electric utilities are not-for-profit and are owned by

their members. The Association, which was founded in 1942, unites the country's generation, transmission and distribution cooperatives which are found in 47 states and serve over 40 million people.

<http://www.electric.coop/>



PARTNERSHIPS



APP (American Public Power Association) - Public power is a collection of more than 2,000 community-owned electric utilities. Public power utilities are operated by local governments to provide communities with reliable, responsive, not-for-profit electric service.

<http://publicpower.org/>



Data Fusion Solutions - Data Fusion Solutions provides products to meet all of your data discovery and delivery requirements.

<https://www.datafusionsolutions.com/>



The mission of **The National Institute For Hometown Security** is to discover, develop and support the deployment of solutions that enhance the protection and resilience of community-based critical infrastructure. NIHS fulfills this mission by providing operations support for the Technology Development & Deployment Program (TDDP) within the U. S. Department of Homeland Security's National Protection and Programs Directorate/Office of Infrastructure Protection. TDDP is an on-going program dedicated to critical infrastructure protection and resilience. The program is charged with (1) developing new technologies and devices through research by qualified technical teams and (2) facilitating the successful deployment of the technologies. TDDP is the outgrowth of an earlier program and process designed by NIHS.

<https://www.thenihs.org/>



DHS NPPD Office of Infrastructure Protection - NPPD's vision is a safe, secure, and resilient infrastructure where the American way of life can thrive. NPPD leads the national effort to protect and enhance the resilience of the nation's physical and cyber infrastructure.

<https://www.dhs.gov/national-protection-and-programs-directorate>



The Federation of Earth Science Information Partners (ESIP) is a non-profit, volunteer and community-driven organization that advances the use of Earth science data through meetings and virtual collaborations around topics such as data stewardship, information technology and interoperability, and application areas like disaster response, climate, energy, and agriculture. The ESIP community is made up of researchers, data managers, funding agencies, and others who facilitate the distribution of data and provide products and services related to Earth-observing applications. ESIP is working with the FRWG as a partner on the 3DM (Data-Driven Decision Making) initiative.

<http://www.esipfed.org/about>



Edison Electric Institute - The Edison Electric Institute (EEI) is the association that represents all U.S. investor-owned electric companies. Our members provide electricity for 220 million Americans, operate in all 50 states and the District of Columbia.

<http://www.eei.org/>



Hughes Network Systems - The world's leading provider of broadband satellite services, products, and managed network solutions.

<http://www.hughes.com/>

PARTNERSHIPS



PECO / An Exelon Company - is Pennsylvania's largest electric and natural gas energy company, and a leader in advancing smart energy. Headquartered in Philadelphia, PECO serves more than 1.6 million electric and 506,000 natural gas customers in southeastern Pennsylvania. PECO is advancing smart energy by using new approaches and investments to ensure safe and reliable service while providing customers increased control, access and convenience. The company continues to strengthen the community and build the local economy to help the region thrive, while being accountable to the environment through thoughtful investments and initiatives.

www.peco.com



National Fusion Center Directors Association - To represent the interests of state and major urban area fusion centers, associated interests of states, tribal nations, and units of local government, to promote the development and sustainment to enhance public safety; encourage effective, efficient, ethical, lawful, and professional intelligence and information sharing; and prevent and reduce the harmful effects of crime and terrorism on victims, individuals, and communities.

<https://nfcausa.org/>



Skyline Technology Solutions - Our Passion for serving others compels us to invest in long-term relationships that create value for employees, clients, community partners and business partners. Skyline's approach is to first understand the business requirements of our clients and then focus on designing and delivering the appropriate technical solutions.

<http://www.skylinenet.net/>



StormCenter Communications - has evolved from a specialized weather and climate technology communications company to an innovative cyber and homeland security technology development and applications company.

<http://www.stormcenter.com/>
<https://frwg.geocollaborate.com/>



ARCOS LLC - is a software company based in Columbus, Ohio that provides an automated crew callout and resource management software system for finding, assembling and tracking repair crews for electric and gas utility companies

<http://www.arcos-inc.com/>



StormCenter Communications, Inc. - has substantial experience in the GIS and geospatial, Earth and environmental observation, broadcast, and emergency management industries combined with long and trusted relationships and partnerships in industry, academia, and government. This unique environment has nurtured the development of tools that accelerate the transition of data products from research into operations and communications.

<http://www.stormcenter.com/enabling.html>



ABOUT AHC

The All Hazards Consortium (AHC) is a 501c3 non-profit organization focused on disaster management, business continuity, homeland security and supply chain issues. The focus of the AHC is to improve public/private planning and operational information sharing in order to get business back to business faster following disruptions and/or disasters.

AHC Stakeholders

Since 2005, the AHC stakeholder base has grown to become a national and international group of government and private sector professionals that all share a common interest:

Recovering faster from business and community disruptions caused by an expanding world of threats

The unique value proposition provided by the AHC to its stakeholders is a trusted environment where companies and states can come together and have a different kind of conversation... develop a different kind of relationship... and jointly work on problems together to produce real world, actionable solutions.

Through its working groups, the AHC focuses on addressing private sector issues on a sector by sector basis. By first developing “sector use cases”, the working groups concentrate their collective efforts to develop operational solutions that can be used and tested in the next incident.

Stakeholders are divided into four (4) groups:

- **Infrastructure Operators** - includes representatives from energy, transportation, telecommunications, food, water, health, finance, retail and other supply chain sectors.
- **Associations and Solution Providers** - include representatives from sector trade groups & associations, manufacturers, academia, software developers, integrators, consultants and research groups.
- **State and local Government** - includes representatives from state and local government agencies in transportation, public works, public safety, homeland security, emergency management, health, education and the executive and legislative branches.
- **Federal Government** - includes representatives from federal government agencies in emergency management, weather, justice, transportation, treasury, homeland security, and energy.

When activated the AHC and its working groups provide information to a growing national and international group of over 40,000+ stakeholders.

ABOUT AHC

Working Groups

Working groups within the AHC consist of volunteer members from government and industry from around the United States and Canada. Stakeholders within working groups help shape issues, create methodologies for short/mid/long-term solutions, conduct workshops, produce reports, and manage their respective work plans. Current and past working groups include:

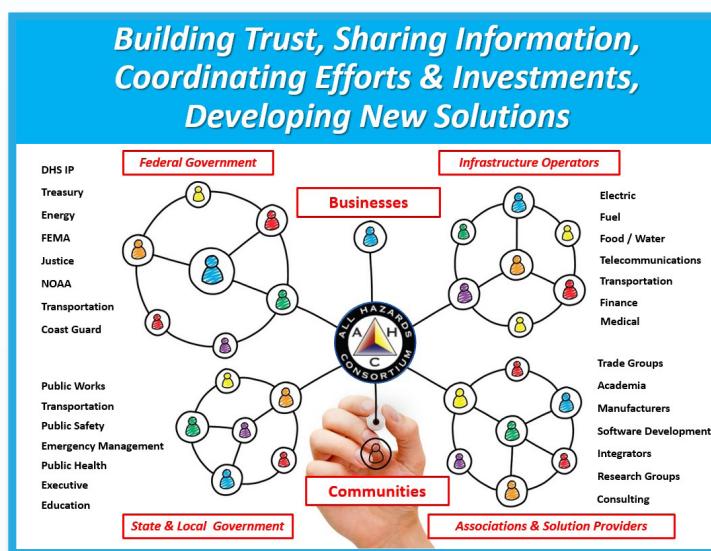
- Regional Public Safety Communications Interoperability
- Critical Infrastructure Resilience
- Multi-State Fleet Response
- Sensitive Information Sharing Environment
- Maritime/Ports Security
- Fusion Center Collaboration
- Regional Catastrophic Planning



Multi-State Fleet Response Working Group

The Multi-State Fleet Response Working Group (FRWG) is a private sector guided, public/private working group focused on supporting any efforts and organizations that can help expedite the movement of private sector repair and supply chain fleets, resources and information across multiple state borders in response to disasters.

Stakeholders of this working group include both private and public-sector individuals who volunteer their time to engage in the important efforts to expedite the restoration of power, supply chains, and other critical infrastructures. Formed in 2013, the FRWG stakeholders include representatives of the electric, telecom, transportation, food, fuel, medical, and other supply chain sectors. They work together year-round to develop common federated processes, plans, exercises, and information products that enhance and expedite decision making in industry and government in the United States.





ABOUT AHC

Sensitive Information Sharing Work Group (SISE)

This working group, a sub-committee of the FRWG, is focused on the development of a regional/national Trust Framework designed for the sharing of sensitive private sector operational information with the government for the purposes of expediting critical infrastructure restoration and supply chain movement across state lines. This working group is comprised of and guided by private sector members of the Fleet Response Working Group and state and local government representatives from emergency management and law enforcement.



Formed in 2016, the SISE working group focuses on expediting the flow of reliable information and data to support decision makers in industry and government during disasters.

By first creating a legal trust framework operated by the private sector, the SISE work group focuses on developing real world “sector use cases” which drive the policy, security, people, and data aggregation to produce simple operational solutions, applications, websites, documents, processes, policies, etc...

Leadership

The leadership of the All Hazards Consortium is comprised of operations professionals from government, the private sector and academia who have a long history of leadership and solving operational issues in both the public and private sectors. In the near future, representatives from the trade associations and investment communities will be added.

The governance structure consists of a Board of Directors, several Regional Working Groups, and the Executive Director. All are supported by the AHC Program Management Office (PMO) staff and hundreds of public and private sector volunteers.

ABOUT AHC

Board of Directors

Christine Morris

Retired, Deputy Secretary, West Virginia Department of Military Affairs and Public Safety (WVDAMPS), LinkedIn: linkedin.com/in/christymorris

Chris Geldart

COO, Priority 5 Holdings, former Director of District of Columbia Homeland Security & Emergency Management (DCHSEMA), LinkedIn: linkedin.com/in/chris-geldart-86b05323

Kelly McKinney

Director, Emergency Management & Enterprise Resilience, NYU Langone Health LinkedIn: <https://www.linkedin.com/in/kelly-mckinney-2a990726/>

Joe Picciano

President at Preparedness and Resiliency Solutions LLC, New York Langone Medical Center, Former Director of Preparedness, New Jersey Office of Homeland Security and Preparedness (OHSP), LinkedIn: linkedin.com/in/joepicciano

Joe Bruno

President & CEO at Helen Keller Services for the Blind, Brooklyn, New York
Former Director of New York City Office of Emergency Management (NYCOEM)
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Ira Tannenbaum

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