



THE ALL HAZARDS CONSORTIUM (AHC) STRATEGIC PLAN 2019 – 2023

Overview

This Strategic Plan identifies the All Hazards Consortium’s vision, mission, and strategic goals for 2018 – 2023.

Vision

The All Hazards Consortium will support the efforts of institutions and individuals in the United States and to improve their ability to manage emergency situations.

Mission

The AHC exists to form a *network* of organizations and individuals who share a *common interest* in improving the capacity of our region to prevent, prepare for, respond to and recover from crises. We strive to *unite* these stakeholders around a *common culture* where public benefit takes priority over profit, politics or professional gain.

The AHC *engages and serves* state and local governments along with owners and operators of the nation’s critical infrastructure. We welcome and encourage participation by businesses; education and research institutions; not-for-profit organizations throughout the region; trade associations; and Federal government agencies. Our programs are *open to everyone* whose interests align with our objectives.

The AHC *fosters relationships* among participants; *enhances regional planning*; expedites response; promotes education; and *creates a common voice* and *enables the identification and sharing of resources and information* that are needed in times of emergency. Our actions engage and complement existing organizations – including the Federal government – which are working in this area.

Strategic Goals

1. Formalize and fully leverage state/local participation
2. Establish stable and predictable core operations and revenue
3. Fully leverage board member contributions
4. Define and implement membership strategy
5. Formalize relationships with relevant partners / programs that support AHC’s operational activities
6. Develop a model for sustained “Regional Integrated Planning”



AHC Strategic Goals and Objectives

GOAL 1: Formalize and fully leverage state/local government and private sector participation.

Objectives

1. Clearly communicate AHC value proposition and benefits
2. Establish written agreement(s) with the appropriate agency(s)

GOAL 2: Establish stable and predictable core operations and revenue.

Objectives

1. Define core capabilities and offerings
2. Define state/local/Federal government resource support mechanisms & options
3. Define private sector resource support options

GOAL 3: Fully leverage board member contributions.

Objectives

1. Organize and manage board-endorsed committees
2. Define and document board member roles and responsibilities

GOAL 4: Define and implement membership strategy.

Objectives

1. Define and document membership roles and responsibilities
2. Implement the AHC Membership Committee
3. Create Member programs that level partnerships and capabilities

GOAL 5: Formalize relationships with relevant partners/programs that support AHC's operational activities.

Objectives

1. Formalize relationships with key Federal partners
2. Establish policy that clearly defines the role of emergency management stakeholders
3. Serve as a resource multiplier by scanning for and leveraging existing studies, projects, or activities in the region
4. Leverage social networking technologies to revolutionize the way the consortium does business

GOAL 6: Develop a model for coordinated "Regional Integrated Planning."

Objectives

1. Design and implement "integrated planning" model at the state level.
2. Identify and prioritize regional issue(s) and partners
3. Facilitate development and management of effective governance platform



4. Develop model creation and implementation process
5. Communicate vetted regional needs to the federal government
6. Develop an operational planning framework at the state level to integrate with the regional level working groups.



Overview of the All Hazards Consortium

Who We Are

The AHC is a 501c3 organization comprised of regional states, including the District of Columbia, Delaware, Maryland, North Carolina, New Jersey, New York, Pennsylvania, Virginia, and West Virginia. By bringing together stakeholder groups—forming regional advisory committees, working groups, and ad hoc committees, and focusing on specific issues and use cases (with companies and state governments driving the needs)—the AHC enables a highly collaborative environment able to solve tough problems by leveraging collective resources and know-how.

Guiding Principles

The AHC...

- Gives voice to the people who own the problem;
- Is guided by the needs of the states;
- Focuses on producing multi-state value;
- Acts in a manner that embodies its neutral, trusted platform mission;
- Leverages and facilitates collaboration among its membership in a mutually meaningful way;
- Encourages all stakeholders to understand the “big picture” on regional issues;
- Strives to involve all parts of the private sector in a meaningful way; and
- Compliments and coordinates with the efforts of the Federal government.

Brief Background

In 2004, Homeland Security and Emergency Management officials from the National Capital Region (DC, MD & VA) recognized a need to create a forum for a sustained collaboration effort to assist participants in solving complex, multi-disciplinary homeland security and emergency management problems. They also recognized that such a forum would require crossing organizational, institutional, and cultural boundaries within the region. This vision would further require the creation of a sustainable process that would regularly bring together a broad-based group of stakeholders focused on preparedness, response, and recovery to document/define best practices, develop a lasting network of relationships, build trust between organizations, and foster an ongoing culture of collaboration and dialogue that would benefit all involved. Although interested stakeholders were already attending conferences and meetings to discuss these problems, conversations were often limited to their peers: police chiefs were going to law enforcement conferences; transportation officials were going to transportation conferences; and so on. It was clear there was no single clearing house at that time to share information and enable communications between these “siloed” organizations. As a result, the states organized partners and conducted their first regional conference for the mid-Atlantic region. This provided an opportunity for government, industry, and universities to



meet, exchange ideas and collaborate on many of these critical and complex topics. Following what was viewed as a great success, the states solidified the collaboration concept in 2015 by establishing a 501c3 non-profit, called the All Hazards Consortium (AHC).

The AHC is built on the core belief that state/local government is ultimately responsible for the protection of the public, but to achieve that goal, it is essential to involve all stakeholders – regional, state, local, and Federal government, private sector, universities and not-for-profits. The AHC operates under the following assumptions with a primary focus on addressing multi-state issues:

- Government “owns” the problems surrounding preparedness and homeland security, and has some of the funding to solve those problems;
- Private sector owns and operates most of the critical infrastructure that communities and businesses rely upon for day-to-day operations
- Private sector also creates most of the targeted solutions, products and services that government needs to solve these problems, in addition to owning many of the critical assets (e.g., railroads, shipping, utilities, financials, insurance, etc.) impacted by regional disasters and required for effective disaster response;
- Academia brings independent knowledge, research, and expertise to the equation, helping determine what solutions are appropriate and providing key resources for centers of excellence; and
- Not-for-profits provide access to information and people focused on a particular segment of each all hazards problem as well as resources and relationships that support the government effort.

By bringing together all stakeholder groups into regional multi-state advisory committees, working groups and ad hoc committees, and focusing on solving specific “operational” issues, a powerful environment for collaboration is created to solve tough problems at the state and multi-state level that require resources from every sector. This “culture of collaboration” is what has created the trust and energy that continues to drive the All Hazards Consortium and its supporters to work together to protect the region’s citizens from all types of hazards.

Led by a Board of Directors from state government, higher education, and the private sector, the AHC facilitates:

- A multi-state network of people from government, private sector, universities and non-profits;
- A collaborative environment for government, the private sector, universities and non-profits to come together to discuss issues, share best practices, ideas, and strategies, and discuss plans to improve regional coordination between all stakeholders;
- A process for collaboration and information sharing using proven, effective tools such as meetings, workshops and white papers, combined with professional planning and facilitation skills, to generate results that lead to improved regional readiness;



- A process for identifying, clarifying, and prioritizing state/local government requirements for homeland security and emergency management initiatives
- A process for identifying, clarifying and prioritizing private sector operational issues and developing short, mid and long-term solutions for expediting sensitive information sharing, enhancing situational awareness, and strengthening public/private decision support and operational coordination.
- Education and program office support services through year-round activities, meetings, webinars, conference calls, and workshops;
- A framework to help stimulate regionally coordinated planning, programs, and procurements; and
- Scanning of regional activities to minimize duplication, maximize leverage, and focus on results.

By maintaining focus on the people, process, technology, and results, the AHC has been able to significantly improve the overall knowledge and coordination among our multi-state members and regional stakeholders as they learn about and collaborate on the region's most critical issues, challenges, opportunities and solutions.

Benefits to States

In 2008, the AHC issued its first official Annual Report which summarized the people, the processes, and the outcomes of the AHC collaboration model. The AHC has a unique challenge in that it touches five (5) different stakeholder groups, each with their own needs, desired outcomes, and value propositions (see 2008 Annual Report, page 10). By focusing first on the needs of its states, the AHC has also addressed the needs of the other stakeholders in the process. The participating member states of the AHC derive the following benefits from their participation:

Collective Leverage

- One voice as a region of states and urban areas
- Achieve higher economies of scale
- Attracts Federal program/resource support

Regional Governance

- Representation on AHC Board of Directors and Regional Working Groups
- State supported regional charters
- Memorandum of Understanding's (MOUs)
- Multi-state policy development

Relationships

- Access to a large network of people and subject matter experts for perspective and information
- Participation on small, focused regional state working groups (1 representative per state)



Information

- Access to regional information and best practices from other states, UASIs and Federal partners along with owner/operators on key issues
- Enhanced decision making by leveraging regional partners and their experiences, investments, and lessons learned
- Improved coordination and investment of grant dollars

Resources

- Facilitated access to new resources from Federal government partners and the private sector
- Improved resource utilization via AHC provided information and relationships

Liaison to Private Sector and Federal Agencies

- AHC facilitated outreach to private sector for in-kind match, sponsorships, donations of people and information, joint “grant” support on public/private grant related efforts
- AHC facilitated coordination (as needed) with multiple Federal agencies within DHS and non-DHS agencies on regional issues (e.g. US Department of Transportation, Energy, Agriculture, etc.)

Services

- Meeting / webinar services
- Regional reports and white papers
- Project and grant support services
- Coordination with private sector and Federal government

Conclusion

AHC recognizes that the successful execution of its strategic plan requires active engagement from its Board Members and membership community, as well as the greater all hazards community.

We must work collectively and collaboratively to ensure the Mid-Atlantic Region is fully enabled to effectively prepare for, respond to, and recover from all hazards emergency incidents.