

SUMMARY REPORT



NATIONAL PRIVATE SECTOR LIAISON (PSL) WORKSHOP

WASHINGTON, D.C / APRIL 22-23, 2024



FEMA





TABLE OF CONTENTS

1) Executive Summary	2
2) Objectives	2
3) Agenda	2
4) Workshop Methodology.....	2
5) Session Highlights	3
6) Action Items and Use Cases Identified	4
7) Primary Achievements and Outcomes	4
8) Feedback Highlights	4
9) Recommendations for Next Steps.....	5
10) Conclusion	5
11) Appendix Section	6
Appendix Section 1 - Agendas	7
Appendix Section 1 – Attendees.....	10
Appendix Section 2 – Session Details	12
Appendix Section 4 – Action Items Identified	25
Appendix Section 5 – Initial Use Cases Identified	28
Appendix Section 6 – Participant Feedback	33
Appendix Section 7 – The Use Case Development Process	35



1) Executive Summary

On April 22 and 23, 2024, the FEMA Office of Business and Industry Infrastructure Integration, in partnership with the All Hazards Consortium' State Private Sector Liaison Working Group, hosted the first nationwide Private Sector Liaison (PSL) Workshop in Washington D.C., at the Edison Electric Institute (EEI) headquarters in Washington, D.C. This event convened state and FEMA regional private sector liaison programs, along with industry and association representatives to foster a collaborative approach toward disaster management. This report summarizes the proceedings of the Workshop, outlining the activities, discussions, key outcomes, possible Use Cases to be addressed in the future, and action items.

2) Objectives

The primary objectives of the Workshop were:

- a) To enhance networking and relationship-building among participants (e.g. develop a community).
- b) To deliver intensive training sessions aimed at both current and future cross-sector problem-solving in disaster management (e.g. identifying Use Cases/solutions, <https://www.ahcusa.org/use-case-process.html>).
- c) To establish a unified approach in messaging and efforts during disaster responses between government and industry (e.g. Unity of Effort, Unity of Message).

3) Agenda

The Workshop spanned two days and consisted of facilitated networking and discussion sessions aimed at increasing trust and awareness of other PSL programs, understanding different perspectives of each state, and identifying opportunities to enhance PSL programs and partnerships with industry and between states.

The topics covered in the agenda ranged from utilizing government tools, such as the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Reviews (SPR), to best practices in engaging between industry and the public sector, to exploring avenues for better coordination and sharing of best practices among states and FEMA Regions. Additionally, discussions delved into supporting industry initiatives to expedite power restoration and minimize communication outages caused by cable/fiber cuts, as well as leveraging big data and early warning indicators to improve predictive disaster response efforts in the future. The initiatives discussed in depth were only a few of the potential initiatives discussed throughout the two days. **The detailed agendas can be found in Appendix Section 1 - Agendas.**

4) Workshop Methodology

- a) **Participants:** 50+ people attended the PSL Workshop. **See Appendix Section 2 - Attendees.**
 - i. 27 state Private Sector Liaisons
 - ii. 10 FEMA Regional Private Sector Liaisons
 - iii. FEMA OB3I (Office Business, Industry & Infrastructure Integration)
 - iv. FEMA NIC (National Integration Center)
 - v. FEMA EA (Office of External Affairs)
 - vi. 8 Industry representative from electric, food, fuel, communications, and medical sector



- vii. 3 All Hazards Consortium representatives
 - viii. 5 Invited Guests
- b) **Facilitation Methods:** The Workshop utilized a combination of group discussions, brief presentations, and networking sessions to accomplish the agreed upon objectives. The facilitation of the networking sessions kept all the Workshop participants moving to different tables (twice per day) to meet new people and discuss questions posed by the facilitators. Facilitation of the Workshop session was performed by representatives from the All Hazards Consortium (AHC), the Guidehouse Team, and with FEMA OB3i and the FEMA National integration Center (NIC). The purpose of this facilitation during the Workshop was to maintain focus and steer discussions towards identifying opportunities for collaboration on issues over the coming year. This methodology promoted active participation from nearly all attendees and allowed for an in-depth examination of complex, cross-sector topics concerning emergency management, problem-solving, and building partnerships.
- c) **Logistics:** Meeting logistics was coordinated by the representatives from Guidehouse and the Edison Electric Institute (EEI). The meeting room was a large modern facility with more than adequate audio/visual capabilities. Participants were grouped at round tables of six (6). Food and beverages were provided by EEI via the All Hazards Consortium partnership in compliance with a FEMA agreement with the AHC for donated resources.
- i. **EEI Team:** Chris Eisenbrey, Tim Kulh, Jennifer Hart, Jennifer McKinney, Ehric Beach, Bruce Feng, and Sherry Walker
 - ii. **Guidehouse Team:** Harl Romine, Arjun Nijhawan, Erin McCracken, Spring-Eve See, Mark DeVry, and Bob Lynch
- d) **Resources and Tools:** The Workshop utilized presentation slides to guide discussions and provide details on specific topics to help participants better understand the topic, the problems and the impacts on businesses and communities. Simple flip charts captured potential Use Case ideas and action items. The Guidehouse Team provided scribes to capture discussion notes.
- e) **Scribes:** Erin McCracken and Mark DeVry of the Guidehouse Team took meeting notes over the course of two days to capture discussions & takeaways, potential Use Cases to work on, and recommendations.

5) Session Highlights

The Workshop sessions were all designed by states and FEMA to strengthen the coordination and integration capabilities among private sector and emergency management organizations. Private Sector Liaison programs serve as a central liaison and coordination functions. As a result, sessions were designed to broaden perspectives beyond state & regional lines, work together as a community, developing industry partnerships, and identify opportunities to solve problems jointly and with industry. **See the Appendix Section 3 - Session Details.**



6) Action Items and Use Cases Identified

The Workshop sessions produced action items that could be implemented immediately and identify Use Cases that can develop solutions in the short-term (3-6 months), mid-term (6-12 months), or long-term (12-24 months). Twenty-three (23) Actions Items were identified to be addressed over the next 12 months. Additionally, thirty-four (34) potential Use Cases were identified which will be categorized and prioritized over the next 3 months. A few of these will be developed further over the next 12 months. **See the Appendix Section 4 for Actions Items Identified and Appendix Section 5 – Initial Use Cases Identified.**

7) Primary Achievements and Outcomes

- a) **Enhanced Collaboration:** The Workshop successfully created a platform for state PSLs, federal entities, and private industry to meet and engaged each other, identify issues and Use Cases to be addressed, further align their strategies, and share best practices in disaster management.
- b) **Networking Success:** Participants reported a significantly higher level of new connections made, thanks to facilitated networking sessions, exceeding typical interaction levels at similar events. (Over 50% of attendees met 75%+ of Workshop participants).
- c) **Training Impact:** The sessions were highly effective in providing participants with new insights and skills, with many citing it as the best training they've received in their careers.
- d) **Actionable Insights:** Through strategic discussions and real-time problem-solving sessions, the Workshop produced actionable insights that participants could immediately start implementing in their respective roles. For example, the day following the Workshop, California and Virginia put in motion the process to begin coordinating with the communication sector to coordinate debris removal missions to reduce fiber/cable cuts during disasters.
- e) **Commitment to Continuous Engagement:** There was a consensus on the need for ongoing engagement through regular Workshops and continued communication to sustain the momentum built during this event.

8) Feedback Highlights

Participants provided overwhelmingly positive feedback, emphasizing the value of networking, the effectiveness of the training sessions, and the actionable knowledge gained. Below is a summary of the feedback. **See Appendix Section 3 – Participant Feedback for more details.**

- a) **Best Training Experience:** Many attendees, including a several veterans from states and FEMA Regions rated the Workshop as the best training they had ever attended.
- b) **Valuable Peer Learning:** Participants from states found great value in learning from their peers' experiences and strategies. There is no other avenue for PSLs to meet and discuss challenges and best practices with each other and industry.
- c) **Enhanced Trust and Cooperation:** The four networking sessions were particularly praised for enhancing trust and fostering stronger relationships among state liaisons, and where applicable, industry.
- d) **Practical Insights and Enthusiasm:** Multiple states expressed renewed enthusiasm and practical insights for improving their programs based on the discussions and interactions at the Workshop.



9) Recommendations for Next Steps

All of the attendees recommended holding an annual Workshop of this nature. Additionally, several other recommendations included:

- a) Conduct a follow up virtual meeting in 30 days to update stakeholders on progress and next steps. *Completed May 2024. A follow-up call scheduled for June 24, 2024, at 4:00pm ET.*
- b) Distribute the Workshop Attendee list immediately. *Completed April 2024.*
- c) Conduct a virtual training session to help PSLs understand how to categorize Use Cases on the Parking Lot List for short-term (3-6months.), mid-term (6-12months), and long-term (12-24months.).
- d) Begin Identifying potential Use Cases and a possible work plan to discuss and begin developing solutions (based on available resources).
- e) Create a central repository for Workshop related deliverables (slides, notes, pics, etc...). *Completed May 2024.*
- f) Develop a list of Action items to be addressed. See Appendix Section 4.
- g) Develop a list of potential Use Cases to work on in the next 12 months. See Appendix - Section 5.

10) Conclusion

The Workshop successfully achieved its goals of enhancing collaboration, sharing best practices, and identifying future Use Cases for disaster management. This Workshop marks a significant step forward, at an opportune time, in building a Unity of Effort/Unity of Message between state, FEMA, and industry. Ultimately, the success of this Workshop will be measured on our ability to conduct future PSL meetings (in person and virtually) in order to maintain the incredible momentum and good will produced over those two days. The work is not done to define a PSL or identify and discuss best practices from which the emergency management can grow and learn.



11) Appendix Section



Appendix Section 1 - Agendas

Agenda Item	Duration	Time (EST)
Welcome and Introductions	15 min	8:30 – 8:45 AM
Getting to Know You	30 min	8:45 – 9:15 AM
Why Are We Here?	45 min	9:15 – 10:00 AM
BREAK	15 min	10:00 – 10:15 AM
Building Bridges: State-Federal-Industry Partnerships in Emergencies	1 hr 45 min	10:15 AM – 12:00 PM
LUNCH BREAK	45 min	12:00 – 12:45 PM
Getting to Know You	15 min	12:45 – 1:00 PM
Designing a Path Forward	1 hr 30 min	1:00 – 2:30 PM
BREAK	15 min	2:30 – 2:45 PM
Predictive Emergency Management	1 hr 30 min	2:45 – 4:15 PM
Closed But Not Forgotten	30 min	4:15 – 4:45 PM



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5

Day 1

Welcome and Introductions

Getting to Know You – Networking Exercise

Why Are We Here? – Purpose for the Workshop

BREAK

Building Bridges: State-Federal-Industry Partnerships in Emergencies.

Examples of how States successfully innovate with industry. A Use Case Discussion on the recent Jackson Mississippi Water Crisis. A discussion on lessons learned and strategies for states and FEMA to prepare for future events.

LUNCH BREAK

Getting to Know You – Networking Exercise

Designing a Path Forward

A discussion on possible Use Cases to address in the future based on previous session.

BREAK

Predictive Emergency Management

An industry panel discussing early warning indicators that each sector watched for before, during, and after a hurricane or other disasters. Knowing these indicators can help states and industry become more proactive in their planning, response, and recovery efforts.





Closed But Not Forgotten

A summary of Day 1 discussions and Use Case s identified.



Introduction to State Private Sector Liaisons and status of their programs (e.g. is their program crawling, walking, or running)

Agenda Item	Duration	Time (EST)
Ready, Steady, Go!	15 min	8:30 – 8:45 AM
Getting to Know You	15 min	8:45 – 9:00 AM
Emergency Management Planning Tools and Opportunities to Strengthen Partnerships	1 hr 30 min	9:00 – 10:30 AM
BREAK	15 min	10:30 – 10:45 AM
Expediting Power Restoration	1 hr 30 min	10:45 AM – 12:15 PM
LUNCH BREAK	45 min	12:15 – 1:00 PM
Getting to Know You	15 min	1:00 – 1:15 PM
Harnessing Big Data for Disaster Response	1 hr	1:15 – 2:15 PM
Clearing the Path: Coordinating on Debris Management to Reduce Communication Changes	1 hr	2:15 – 3:15 PM
BREAK	15 min	3:15 – 3:30 PM
Harnessing Momentum from the Workshop	1 hr	3:30 – 4:30 PM
3 Up, 3 Down, and The Path Forward	30 min	4:30 – 5:00 PM

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Day 2

Ready, Steady, Go!

Getting to Know You – Networking Exercise

Emergency Management Planning Tools and Opportunities to Strengthen Partnerships

A discussion on how state can use THIRA and SPR tools to build partnership with industry and better understand their common threats, have useful discussions on how to jointly address them, and better inform their state’s THIRA reporting with industry input

BREAK

Expediting Power Restoration

A discussion on the electric sector Mutual Assistance process and how states can support it to reduce delays in power restoration.

LUNCH BREAK

Getting to Know You – Networking Exercise

Harnessing Big Data for Disaster Response

The discussion explored how California utilizes big data to forecast population movements during wildfires, enabling more strategic positioning of resources to help support communities that receive an influx of evacuees.

Clearing the Path: Coordinating on Debris Management to Reduce Communication Changes



The discussion focused on the issue of cable and fiber cuts during debris removal efforts, their impacts to state/local governments and businesses, industry's efforts to date to address this issue, and states and regions can help.

BREAK

Harnessing Momentum from the Workshop

A review of the potential Use Cases identified during the Workshop.

Introduction to FEMA Regional Private Sector Liaisons and how they each support their regional states.

3 Up, 3 Down, and The Path Forward

Feedback from Workshop attendees

Next Steps for the effort



Appendix Section 1 – Attendees

STATE PRIVATE SECTOR LIAISON	STATE
Persia Payne-Hurley	<i>North Carolina</i>
Molly Dougherty	<i>Pennsylvania</i>
Abby Browning	<i>California</i>
Jaleesa Diggins	<i>Alabama</i>
Melton Gaspard	<i>Louisiana</i>
Valente Perry	<i>Washington</i>
Steven DeAngelis	<i>New Jersey</i>
Todd DeMuth	<i>Mississippi</i>
Gary Lehman	<i>Ohio</i>
Jessica Sexton	<i>Missouri</i>
James Wong	<i>North Carolina</i>
Gabriel Wright	<i>Arizona</i>
Kyle Garner	<i>Massachusetts</i>
Jon Hanian	<i>Idaho</i>
Randy Vivian	<i>Texas</i>
Marci Linton	<i>Colorado</i>
Wilbur Francis	<i>Virgin Islands</i>
Jonathan Ross	<i>Maine</i>
Jennifer Sharpe	<i>Virginia</i>
Cory Edwards	<i>Maryland</i>
John Vierra	<i>Hawaii</i>
Brent Curtis	<i>Nebraska</i>
James Ray	<i>Utah</i>
Allison Horton	<i>Illinois</i>
April Wilson	<i>South Carolina</i>
FEMA PRIVATE SECTOR LIAISON	REGION
Brian Stevens	<i>Region 1</i>
Fritzmarie Cesar	<i>Region 2</i>
Noel Witzke	<i>Region 3</i>
Andrew Romer	<i>Region 4</i>
Mark Peterson	<i>Region 5</i>
Leah Anderson	<i>Region 6</i>
Michael Cappanari	<i>Region 7</i>
Minh Phan	<i>Region 8</i>
KKoby D. Griffin	<i>Region 9</i>
Brett Holt	<i>Region 10</i>
FEMA HQ	OFFICE
Matthew Scott	<i>OB31</i>



Ruth Wondemu	<i>OB3I</i>
Lavar James	<i>OB3I</i>
AnDrea Hargrove	<i>OB3I</i>
Jacob Prell	<i>OB3I</i>
Elizabeth Thompson	<i>OB3I</i>
Efren Catalla	<i>OB3I</i>
Anna Taylor	<i>OB3I</i>
Sammy Brunson Jr	<i>OB3I</i>
Ron Robbins	<i>OB3I</i>
Mary Anne Lyle	<i>OB3I</i>
Lana Marian	<i>RCD</i>
Karen Marsh	<i>NIC</i>
William Tombaugh	<i>NIC</i>
Carol Freeman	<i>Argonne National Laboratory</i>
Brad Mason	<i>NIC</i>
Craig Manfield	<i>OB3I</i>
INDUSTRY	ORGANIZATION
Chris Eisenbrey	<i>EI</i>
Tim Kuhl	<i>EI</i>
Derek DiGiacomo	<i>SCTE CableLabs</i>
Annie McArdle	<i>Verizon</i>
Robert Crow	<i>Cencora</i>
Sherri Stone	<i>Energy Marketers of America</i>
Doug Baker	<i>FMI – The Food Industry Assoc.</i>
Ron Prater	<i>Bent Ear Solutions</i>
Tom Moran	<i>All Hazards Consortium</i>
John Molnar	<i>All Hazards Consortium</i>
Andrew Schroeder	<i>Direct Relief</i>
Arjun Nijhawan	<i>Guidehouse</i>
Spring-Eve See	<i>Guidehouse</i>
Harl Romine	<i>Guidehouse</i>
Erin McCracken	<i>Guidehouse</i>
Mark deVry	<i>Contract Support</i>



Appendix Section 2 – Session Details

A. Effective Networking

Facilitated by Molly Dougherty (Pennsylvania PSL), these four sessions over two days exceeded expectations with participants and helped them make significant connections between all participants, which is crucial for fostering effective collaboration in crisis situations.

ACTION: Molly to host a recorded ZOOM meeting to teach PSL how she facilitated these sessions so other states can utilize the same principles in their meetings.

ACTION: Develop a contact directory of Workshop participants

B. Cross-Sector Problem Solving w/a Use Case Process

Discussions revolved around the private sector's Use Case Development process established post-Hurricane Sandy, highlighting successful operational problem-solving instances where government and industry must collaborate effectively.

USE CASE: Training on the Use Case Development process for states and regions to adopt a consistent approach to problem solving with industry.

C. Building Bridges: State-Federal-Industry Partnerships in Emergencies

This session focused on key success stories from mature state PSL programs showcasing effective data usage, partnership building, and policy developments in response to natural disasters, enhancing resource allocation, expanding information usage, and safety measures.

North Carolina

In North Carolina, emergency managers addressed a significant challenge following a flood scenario involving residents unable to return to their homes due to safety concerns. The state faced a critical shortage of certified inspectors needed to verify if homes were livable and roads passable, resulting in thousands of displaced residents waiting in shelters.

Persia from North Carolina initiated a solution by collaborating with local Civil Engineers and Architects associations to lend their expertise during disasters. This partnership led to the formation of the Design Professional Organization of Volunteers (DPO-Vols), which included 120 trained volunteers under a Memorandum of Agreement (MOA). Over five



years, this team successfully inspected 450 homes, operating under the coordination of the fire marshal and maintaining a detailed list of volunteers' licenses for deployment in affected counties.

The volunteers, part of the Emergency Management Assistance Compact (EMAC) system managed through the NC Emergency Operations Center (EOC), include specialists in civil, electrical, and structural engineering, including specific training for collapse scenarios. North Carolina utilizes a Regional MOA to manage these volunteers, ensuring they operate within legal bounds to avoid liability issues. This proactive approach allows the state to efficiently address inspection backlogs and expedite the safe return of residents to their homes after disasters.

Pennsylvania

Pennsylvania, with its complex structure of 2,500 municipalities, each with local control, presents a unique challenge for the Pennsylvania Emergency Management Agency (PEMA) in coordinating disaster responses. Molly Dougherty of PEMA shared insights into managing transportation scenarios, especially during major events like blizzards that can transform highways into logistical hubs requiring food, water, and fuel.

A particular challenge arose when a massive transportation event coincided with a major blizzard, leading to significant traffic shutdowns. Initially, efforts to restrict large truck movements to prevent road closures due to ice were not well communicated, causing confusion and frustration among the private sector, particularly when PennDOT banned empty heavy trucks without widespread notification.

In response, PEMA developed the Travel Trusted Partner Framework to better integrate private sector capabilities into state emergency operations. This initiative included a Private Sector Integration Program (aka ENDEAVOR Model) that modeled how industry resources could be mobilized during disasters. This led to enhanced collaboration, with sectors and competitors uniting to understand and solve mutual challenges, such as the restrictions imposed on road usage during emergencies.

Key to this was improving communication with both industry associations and private companies, ensuring they understood the rationale behind decisions like road restrictions. This communication strategy was refined over time, involving neighboring states and federal partners to develop a comprehensive approach that addressed the needs of all stakeholders involved. This collaborative effort eventually solidified into a role within the Business Emergency Operations Centers (BEOCs), bridging gaps between industry and government and fostering a cooperative environment for managing state-wide emergencies.



California

Abby Browning from the California Governor’s Office of Emergency Services highlighted that the existing methods for engaging with the private sector were ineffective. She emphasized the necessity of enhancing communication as the primary area for improvement. Abby’s role involves acting as a vital link between local emergency managers and the private sector. Her office facilitates the flow of information: listening to local managers, reaching out to businesses to understand their challenges, and then conveying these insights back to state and local emergency management teams.

She provided specific examples of this dynamic in action. During a wildfire response, when Tide Loads of Hope wanted to bring in washers for clothes cleaning—a problematic proposal during California’s severe drought—her office guided them to instead provide cleaning kits for residents returning home. In another instance, following the evacuation of a veterans’ nursing home, her team quickly coordinated with companies like Sam’s Club and Walmart to secure a donation of adult diapers needed urgently.

Abby’s inclusion of the private sector in planning efforts highlights how crucial it is to have private sector and NGO coordination integrated at the highest levels of state emergency management to effectively address and respond to community needs during crises.

Mississippi

Todd DeMuth of Mississippi, with extensive experience in emergency management, has played pivotal roles in addressing various disaster scenarios through effective coordination and communication, particularly with the private sector. His work illustrates the essential strategies and challenges faced in disaster management.

One notable case was the response to a tornado in Monroe, Mississippi, where the distribution of tarps highlighted the need for better resource management. This incident led to the realization that a full-time private sector point of contact within the Business Emergency Operations Center (BEOC) was crucial. This role was instrumental in enhancing cooperation with companies like Walmart and Target to streamline the supply chain during emergencies.

Another significant event was the Jackson water crisis, an unexpected disaster that demanded immediate action. Todd leveraged the state’s Private Sector Liaison (PSL) network, quickly obtaining aid from Anheuser-Busch, which provided two truckloads of drinking water. However, the crisis was exacerbated by deferred maintenance and political challenges between the City of Jackson and the Environmental Protection Agency (EPA) over decision-making authority at the water treatment plant.



During this crisis, Todd and his team faced the logistical challenge of managing and distributing the influx of water supplies, eventually facilitated by partnerships with faith-based organizations and NGOs. The response strategy involved creating pod sites for water distribution, handling overstock of resources, and ensuring that residents of Jackson experienced minimal disruption in water supply, which was maintained for six weeks.

To address the infrastructure issues, the Emergency Management Assistance Compact (EMAC) system was used to request assistance for necessary repairs at the water treatment plant. Federal agencies like FEMA and the EPA provided essential support, with FEMA offering assistance through a federal declaration and the EPA aiding in water plant repairs. The Mississippi National Guard played a crucial role in the distribution of water resources.

Throughout these experiences, Todd emphasized the importance of information as the most valuable commodity when working with the private sector. Clear communication and established relationships are critical to mobilizing resources swiftly and effectively. As a result, 80% of Todd's time is now devoted to BEOC operations and building these essential partnerships.

The lessons learned in Mississippi have proved invaluable for other states facing similar crises. For instance, the strategies employed in Mississippi were later used in Maryland to address a water crisis in Baltimore during Labor Day weekend. This transfer of knowledge and practices highlights the benefit of sharing experiences and solutions across states.

In discussions about enhancing BEOC operations, Todd noted that the growth of these operations stemmed from identifying needs and leveraging the relationships and resources that arose from various situations. The challenge remains in building and maintaining these relationships before disasters strike, ensuring readiness and effective response when needed.

Overall, Todd's experiences underscore the importance of integrating the private sector into disaster response plans, addressing logistical challenges proactively, and maintaining open lines of communication to enhance the effectiveness of emergency management operations.



D. Designing a Path Forward - Participant Use Case Discussion

Following the state Use Case briefs, the participants engaged in a discussion to identify potential Use Cases. This comprehensive discussion explored several key areas where improvements can be made within different regions and states to enhance disaster preparedness and response through better coordination, information sharing, and infrastructure management with the private sector.

i. USE CASE: Transportation and Commerce Disruption

Marci Linton from Colorado highlighted the challenges posed by transportation disruptions, such as the shutdown of major interstates due to weather disasters, which severely impact the delivery of agricultural products and fresh produce. Extended rerouting causes significant economic disruptions and delays in commerce. Addressing these issues requires innovative solutions to keep commerce flowing despite road closures, emphasizing the need for effective communication and quick alternative planning.

ii. USE CASE: Fuel Prioritization and Supply Chain Disruptions

Fritzmarie from Region 2 discussed the critical need for prioritizing fuel distribution during disasters, a process often hampered by inadequate analysis and planning, which results in significant disruptions to the supply chain. Typically, state governors set priority lists that emergency management must follow, but these plans often place the private sector at a disadvantage, affecting the timely resumption of normal business operations.

iii. USE CASE: Critical Infrastructure and Information Sharing

April from South Carolina is working on developing a framework to prioritize critical infrastructure, which is crucial for organizing state responses and determining resource allocation during emergencies. Noel Witzke from FEMA Region 3 emphasized the importance of creating accessible and timely critical information platforms that reach all business sizes, particularly small and medium-sized enterprises that often operate in silos without adequate communication about the impacts of disasters.

iv. USE CASE: Private and Public Sector Partnership Value

The discussion also focused on the importance of demonstrating the value of partnerships between the private and public sectors. It is essential to create user experiences and operational processes that facilitate seamless information sharing across state lines and between different state departments. Businesses that operate across state jurisdictions face unique challenges, and states must help these businesses manage their concerns through effective information sharing and support.



v. USE CASE: Communication Platforms and Mutual Aid

Tom from AHC noted that state Private Sector Liaisons (PSLs) need a common platform for communication. AHC has initiated a text chat for state PSLs to share information, which is currently used by 27 states and is being expanded to include industry sectors. This initiative aims to reduce redundancy and enhance collaborative efforts among multiple partners.

vi. USE CASE: Business Continuity and Community Recovery

The group discussed strategies to help businesses recover quickly after disasters. States are encouraged to focus on building business continuity capabilities and including the private sector in training and exercises. This involves directly exercising with private sector partners and integrating them into recovery objectives to bridge the gap between continuity planning and actual disaster response.

vii. USE CASE: Integration of Business Emergency Operations Centers (BEOCs)

Jessica Sexton from Missouri addressed the integration of BEOCs within State Emergency Operations Centers (EOCs) to enhance situational awareness and mitigate cascading effects. The challenge lies in overcoming internal politics and ensuring that private sector counterparts are fully integrated with Emergency Support Functions (ESFs) at the state or local levels. Ineffective integration can lead to hindered decision-making and missed opportunities for effective response and recovery.

viii. USE CASE Information Management and Accessibility

Wilbur Francis from the U.S. Virgin Islands discussed how St. Croix collects and manages information within the EOC to understand state-level events and communicate effectively with private sector partners. This approach helps in reducing confusion and duplication of efforts, ensuring that businesses of all sizes have access to accurate and timely information, which is essential for effective disaster response and recovery.

E. Predictive Emergency Management Industry Panel Discussion

This session with industry focused on capturing early warning indicators from various sectors to better prepare and limit cascading damages during disasters. The discussion provided valuable insights into how different sectors prepare for and respond to emergencies, emphasizing the need for continuous improvement in disaster management strategies.



The cross-sector panel brought together industry experts to discuss the early warning indicators critical to preventing operational delays, supply chain disruptions, or other infrastructure of lifeline disruptions.

Panelists included Sherri Stone from EMA, Doug Baker from FMI, Annie McArdle from Verizon, Robert Crow from Cencora, and Mike Zappone from Tempest Energy/AHC Multi-State Fleet Response Work Group.

Understanding and Responding to Early Warning Indicators

Mike Zappone of Tempest Energy (electric sector), Chair of the Multi-State Fleet Working Group, emphasized the importance of understanding a system's capabilities to foresee how various sectors—employees, operations, and neighboring partners—might be impacted. This understanding is crucial for establishing mutual aid and partnerships that can be activated in emergencies. Tempest Energy, in collaboration with EEI and AHC, developed the RAMP-UP tool to facilitate communication and mutual aid coordination among companies.

Annie McArdle from Verizon (communications sector) highlighted their strategy of monitoring weather systems and utilizing predictive tools to mobilize response teams quickly. By building strong relationships with power companies and strategically placing equipment and generators, Verizon ensures they are prepared to address operational challenges caused by power disruptions.

Robert Crow of Cencora (healthcare sector) discussed the need to track healthcare supply locations and movements to anticipate where resources might be required, particularly in response to people movement during disasters. This involves understanding the logistics of all local supply chains, such as pharmacies that receive deliveries twice daily and have limited storage, making them vulnerable to supply chain disruptions.

Doug Baker from FMI (food sector) outlined their approach to predicting impacts as far in advance as possible, assessing potential severity, and planning for sustainability and speed of response. FMI focuses on connecting with partners to gauge the broader impact on the supply chain and coordinating a swift, comprehensive response to disasters.

Sherri Stone from EMA (fuel sector) shared insights on fuel terminals, which are critical to understanding potential delay issues the fuel industry might face during disasters. Predictive management helps the industry stock terminals adequately before a disaster strikes to ensure a quicker recovery.



Challenges and Solutions in Disaster Response

The panelists discussed various challenges, including transportation logistics delays at weigh and toll stations and the need for government waivers that facilitate quicker responses. They also explored the monitoring of potential complications arising from social media rumors and the necessity of rumor management.

Gary Lehman from Ohio raised concerns about non-weather-related catastrophic events and the need for broader monitoring capabilities. This led to a discussion on the importance of considering all potential early warning indicators from other sectors, government, cyber, etc.

Post-Disaster Considerations

After a disaster, the focus shifts to recovery and assessing the status of critical infrastructure like terminals (long lines at fuel terminals cause long delays for fuel haulers to get the fuel where it is needed), and the availability of resources to escort the many non-credentialed fuel truck drivers at maritime ports. Not enough escort during disasters at times to handle the rush for fuel trucks needing fuel.

Doug Baker from FMI discussed the need to understand the operational status of businesses, including workforce availability and the functionality of generators and fuel supplies.

Robert Crow of Cencora emphasized the importance of understanding the ground situation for effective product movement, highlighting the challenges of infrastructure damage and the necessity for alternative routing.

Annie McArdle from Verizon focused on understanding population migrations to ensure adequate communication coverage and support for shelter populations, emphasizing the importance of not impeding disaster lodging with their operations.

Information Sharing and Coordination

Tom from AHC and other panelists underscored the critical role of state PSLs (Private Sector Liaisons) in sharing information effectively to facilitate decision-making and coordinate mutual aid more efficiently. This involves understanding the specific needs and operational challenges of the private sector and ensuring that state-level actions, such as waivers and resource allocations, support rather than hinder emergency responses.

Overall, the panel on Predictive Emergency Management highlighted the crucial role of early warning systems, the importance of robust partnerships and information sharing, and the need for agility in response operations to mitigate the impacts of disasters effectively.



F. Emergency Management Planning Tools and Opportunities to Strengthen Partnerships

The discussion on Emergency Management Planning Tools and Opportunities to Strengthen Partnerships highlighted various methodologies and strategies being implemented across different states and organizations to enhance disaster readiness and response capabilities. Central to this discussion was the application and evolution of the THIRA (Threat and Hazard Identification and Risk Assessment) process, as well as strategies to better integrate private sector capabilities into public emergency management frameworks.

THIRA and SPR Frameworks

Persia Payne-Hurley from North Carolina initiated a discussion on the importance of the THIRA process, which is utilized to assess risks and measure readiness across various states. However, Persia pointed out from a show of hands that currently, only six states actively contribute to the THIRA, which limits the ability to gauge national readiness comprehensively.

Jonathan Ross from Massachusetts elaborated on how Massachusetts has adapted the SPR (State Preparedness Report) framework to better capture information from private sector partners, tailoring the terminology to meet local and state needs, thus enhancing the relevance and utility of the data collected.

i. Challenges in Private Sector Integration

Molly Dougherty from Pennsylvania and Abby Browning from California discussed the challenges in integrating private sector data into the THIRA assessments. They noted that logistics personnel who usually complete the THIRA lack a deep understanding of the private sector and state supply chain operations, which can lead to gaps in the assessments. To address this, Molly has reached out to private sector partners to gather direct information to inform the THIRA process effectively.

ii. Operationalizing Private Sector Assessments

A significant focus was placed on how to operationalize the assessment of private sector capabilities. Discussions led by Molly proposed establishing a framework that would work in coordination with FEMA's Office of Business, Industry, and Infrastructure Integration (OB3I). The aim is to create structured, usable, and consistent processes for private sector assessments, which could be operationalized annually, ensuring they are not just confined to specific departments like external affairs or logistics.



iii. Creating and Utilizing a Resource Library

Jeff from FEMA's Logistics Management Directorate (LMD) introduced the idea of creating a library to house Strategic Needs Assessment Process (SCAN) documents. This resource would allow states easy access to existing assessments without the need to recreate analysis documents repeatedly. This library would ideally be a dynamic resource that helps bridge capability gaps by fostering a two-way working relationship across different sectors and lifelines.

iv. Integrating Assessments Across Lifelines

The discussion underscored the need for a comprehensive integration of private sector data across all lifelines, not just limited to the THIRA. Kkoby from Hawaii highlighted the necessity of incorporating private sector capabilities into all response plans to ensure they are effectively considered during disaster planning efforts. Jeff suggested using a framework similar to one being developed around food resilience and replicating it across other lifelines and regions, with Carla Gammon spearheading this initiative.

v. Annual Review and Reporting

Abby from California mentioned that these efforts should be ongoing, with annual reviews and updates to discuss progress and continual adaptation of strategies to improve integration and responsiveness. This iterative process ensures that partnerships and data utilization are always evolving to meet emerging challenges.

vi. Education and Training

Wilbur Francis from the U.S. Virgin Islands and Jeff from FEMA LMD both emphasized the need for enhanced education on supply chain dynamics and business resilience. They advocated for training programs developed with higher education institutions and facilitated within FEMA to equip stakeholders with the necessary tools to understand and manage supply chain risks effectively.

G. Expediting Power Restoration via Electric Sector's Mutual Assistance Process

In 2012, Hurricane Sandy highlighted significant challenges in power restoration, prompting the Edison Electric Institute (EEI) to form a taskforce focused on improving cooperation and communication during disaster responses. Chris Eisenbrey from EEI explained how regulatory obstacles and logistical issues hampered the timely arrival of equipment needed for power restoration. To address these issues, EEI has worked on broadening the approach to resource sharing among power companies.



Mike Zappone from Tempest Energy emphasized the importance of mutual support among organizations, which often extends beyond their immediate networks to benefit the wider community. He described how Regional Mutual Assistance Groups (RMAGs), organized by territories, have facilitated this process. These groups operate under EEI's umbrella, allowing companies to request or provide resources like alignment, equipment, and workforce efficiently based on established needs and distribution rules.

Chris added that the RMAGs function with a focus on fairness and transparency, using the Resource Allocation Management Program for Utility Personnel (RAMP-UP) to automate and standardize resource distribution among the groups. This system helps prevent the need for a national-level response by managing resources effectively at the regional level.

Furthermore, Tom Moran from AHC mentioned the integration of RAMP-UP information into the SISE-net (Sensitive Information Sharing Environment Hub) system, built on an ESRI platform, which helps manage mutual aid alerts and messaging efficiently with states.

Additionally, initiatives like state-specific transportation waivers and “lightweight” customized state Executive Order in North Carolina exemplify proactive measures taken to smooth the path for mutual aid before official disaster declarations. This comprehensive approach to mutual aid and resource management underscores the importance of collaboration and preparedness in enhancing disaster response capabilities.

H. Unity of Messaging

Justin Knighten from FEMA's Office of External Affairs stressed the importance of clear communication for building resilience before emergencies occur. He introduced FEMA's “Year of Resilience” program, which aims to improve preparedness at both the individual and community levels, train emergency management professionals, boost community resilience against current and future hazards, enhance emergency responses, and promote recovery efforts that prepare for future challenges. Knighten urged state communities and the private sector to help spread these messages. He also mentioned an upcoming summit on June 10, designed for emergency communication professionals, focusing on consistent messaging and collaborative learning, covering topics like risk communication, crisis communication, and community engagement. Jeff from FEMA LMD added that integrating these messages with shared knowledge and resources is key to improving disaster readiness and response.

I. Harnessing Big Data for Disaster Response

Highlighted ongoing efforts in states like California to leverage big data for better disaster response strategies and decision making. Harnessing big data in disaster response involves navigating the complexities of data privacy and practical application. Abby



Browning from California highlighted challenges in ensuring private sector data does not inadvertently become public. Instead of relying on Memorandums of Understanding (MOUs), which proved ineffective, California has developed direct partnerships with data companies and communication channels for information sharing. One such partnership is with Direct Relief, which not only provides data services but also assists with logistical operations to distribute medical supplies.

Andrew Schroeder from Disaster Tech/Crisis Ready explained how their organization uses data to understand resource needs and address issues arising from disasters, such as the impact of evacuations on social services. They focus on practical applications that help the most at-risk communities during a disaster, particularly in the medical sector. Direct Relief plays a crucial role by aggregating data from sources like Meta, refining it to remove irrelevant details and updating their systems as frequently as every 12 hours to ensure timely and effective responses to emergency situations. This approach emphasizes the importance of strategic partnerships and sophisticated data handling to enhance disaster response efforts.

Clearing the Path: Coordinating on Debris Management to Reduce Communication Changes

Addressed the need for better coordination between industry and states to facilitate quicker and safer cleanup post-disaster to reduce cable and fiber cuts that can disrupt communications to 911 centers, businesses, and healthcare facilities.

The coordination of debris management to ensure effective communication during disaster response involves various stakeholders. Derek DeGiacomo from Cable Labs, associated with the Communications ISAC, presented how they work on refining response plans for cable checks and repairs. This proactive approach aims to limit damage and speed up restoration processes. Chris from the Edison Electric Institute (EEI) shared that EEI conducts a cross-sector resilience forum twice a year with the power and cable industries to discuss use cases and areas for improvement.



A key concern raised by Abby Browning from California was that their Emergency Support Function (ESF) #2, which handles communications infrastructure, is fully aware of and integrated with the plans for coordinating cable equipment safety and repairs, especially concerning debris removal. Chris Eisenbrey further inquired about the best methods for involving telecom companies in disaster responses, suggesting the possibility of co-locating them within state/local Emergency Operations Centers (EOCs) to improve coordination. Molly Dougherty from Pennsylvania emphasized the importance of having the




right, knowledgeable point of contact from the telecom companies present in these discussions to ensure effective communication and swift action during emergencies.



Appendix Section 4 – Action Items Identified

#	ACTIONS	OWNER	NOTES
1	Update SISE’s CHAT platform to include all state liaisons and industry partners in a single group	AHC / SISE Work Group	
2	Get link to Derek’s video to share with all stakeholders to increase awareness of the cable/fiber cut problems and how they can be prevented	FEMA OB31 / AHC	https://www.scte.org/information-page-index/scte-emergency-management-disaster-recovery-resources/
3	Conduct training sessions on: <ul style="list-style-type: none"> - Webinar – The Private Sector’s Use Case Development Process - Webinar - Expediting Power Restoration via Understanding Fleet Movement Process - Webinar - Understanding Industry’s SISE-net Framework and Information Hub - 	AHC / Fleet Movement & SISE Work Groups	
4	Vette state liaisons to be contributors into SISE-net Hub for 2024 hurricane season.	AHC / SISE Work Group	
5	Leverage SISE-net for common operational contacts directory and information during disasters	AHC / SISE Work Group	
7	Informational #1: Share out the Regional MOA that manages the NC Volunteers via Persia, NC.	FEMA OB31 / NORTH CAROLINA	 MOUbetweenNCE M_DPOS_041516.pd  DPO VOLs Engineers Architect
8	Informational #2: Share out the Travel Trusted Partner Framework used by PA EMA via Molly, PA.	FEMA / PENNSYLVANIA	
9	Informational #8: Request FEMA Region 1 PSL share 6-month plan for new state PSL.	FEMA / REGION 1	
10	Informational #3: Share FEMA’s OEA Year of Resilience initiative information.	FEMA / OB31 / OEA	Completed 5/13/2024



11	Informational #4: Share FEMA OEA's June 10 Summit registration information.	FEMA / OB31 / OEA	Completed 5/13/2024
12	Informational #5: Share information on AHC's registration and use of SISE.	AHC / SISE Work Group	
13	Informational #1: Request MAINE share the re-worked THIRA/SPR terminology framework used.	FEMA OB3I	Email MA to get documents. Jonathan.Ross@maine.gov
14	Informational #7: Provide Disaster Relief/Crisis Ready contact info within Workshop packet.	FEMA OB3I / CALIFORNIA	Andrew Schroeder PhD, MPP VP of Research & Analysis – Direct Relief Co-Director – CrisisReady Phone: 805-419-5730 Email: aschroeder@directrelief.org Web: https://crisisready.io 1925 Austin Ave, Ann Arbor, MI 48104
15	Informational #8: Include Cable Lab's two-page plan pdf and other resources in post-Workshop packet.	FEMA OB3I / NIC	 Reduce Fiber Cuts Handout protecting
16	Informational #9: Request FEMA Tech Asst NIC share Workshops on Food/Fuel/Energy information.	FEMA OB3I / NIC	
17	Informational #10: Share POC information for FEMA FIT and Regional PSLs – encourage BEAD tutorial and usage.	FEMA OB3I	
18	Informational #12: Share registration information on FEMA OB3I (& SBA's) Small Business Disaster Preparedness Series.	FEMA OB3I	Completed 5/13/2023
19	Informational #13: PSL Workshop Steering Committee:	FEMA OB3I / NIC AHC State Liaison WG Guidehouse AHC	TBD
20	Set up a follow up call with Workshop attendees to provide an update in 30-days.	AHC	Completed
21	Review the use cases and prioritize. Prioritization around what will bring	ALL	In progress, report out in June 2024



	operational benefit Bring results to larger PSL group in 90-days.		
22	ACTION: Schedule three training sessions for each state to do a deeper dive into these Use Cases (e.g. PA, NC, & CA successful practices discussed during the Day 1 morning session)	AHC State Liaison Working Group (PA, NC & CA)	TBA



Appendix Section 5 – Initial Use Cases Identified

#	USE CASE	OWNER	NOTES
	Training		
1	State PSL Training (State Liaison WG) – Using State THIRA & SPR Reports to Build State/Industry Partnerships and Increase Resilience (North Carolina). Develop playbook for states to discuss THIRA with industry partners, training for industry on THIRA, TTX's to work on joint risks together, Persia's list of questions, etc... help industry to know how THIRA can help them. Train PSL on how to get engaged in their State's THIRA process, leveraging their meetings with industry partners.	FEMA OB31 AHC State Liaison Working Group	In process
2	Fleet Movement / Mutual Assistance for Expediting Power Restoration: Informational #6: AHC will look at training and education for PSLs at every level to create that understanding of how this mutual aid / fleet movement assistance is working and deploying.	AHC State Liaison Working Group Fleet Response Working Group	Mutual Asst Workshop – Fleet Movement WG
3	Develop playbook for states to discuss THIRA with industry partners, training for industry on THIRA, TTX's to work on joint risks together, Persia's list of questions, etc... help industry to know how THIRA can help them	AHC State Liaison Working Group	Combine with Use Case #1
4	PSL First Meeting w/Industry: Develop a training effort using Persia's list of questions, strategies, and steps she uses when she meets with industry to capture information that can support her state's THIRA.	State PSL WG	
5	Train PSL on how to get engaged in their State's THIRA process, leveraging their meetings with industry partners.		
6	Develop a framework that PSLs would work in coordination with FEMA's Office of Business, Industry, and Infrastructure Integration (OB3I) to create structured, usable, and consistent processes for private sector assessments, which could be operationalized annually, ensuring they are not just confined to specific departments.	FEMA OB3I AHC State Liaison Working Group	Molly Dougherty offered



	Operations		
7	Reducing Cable/Fiber Cuts: Develop processes with states to support communications sector's Coordinated Damaged Assessment to Reduce Cable & Fiber Cuts (Virginia). Explore operational processes and ways" to alert communications companies within a state when debris removal missions are underway and build closer relationships to ESF#2 groups.	FEMA OB31 AHC State Liaison Working Group	Virginia and California have begun looking at this process in their state environments
8	Explore operational processes and ways" to alert communications companies within a state when debris removal missions are underway and build closer relationships to ESF#2 groups.	FEMA OB31 AHC State Liaison Working Group	
10	Industry Crisis Checklists: Begin creating a checklist for PSLs to begin with when interacting with partners and building these relationships. (e.g. Water Crisis). PSL could provide industry with a checklist of most common questions, web links, POC's, processes, etc.. to help industry partners get information quick during a crisis	FEMA OB31 AHC State Liaison Working Group	
11	Engaging the Private Sector Playbook: Develop Private Sector Liaison (PSL) Playbook for state PSL to conduct initial meetings with industry... sample agendas, list of questions, tools, resources, etc...	FEMA OB31 AHC State Liaison Working Group	
12	Explore how to replicate North Carolina's Executive Order process across more states to help industry resource movements during disasters that have to go thru or into Nort Carolina.	FEMA OB31 AHC State Liaison Working Group	
13	Develop State Critical Information Links Directory for Response/Recovery for Industry	FEMA OB31 AHC State Liaison Working Group	Industry can use this to get information quickly with sending emails and making phone calls
14	Transportation and Commerce Disruption in Colorado. See Appendix Section 2 – Session Details, item D.i for details. Challenges posed by transportation disruptions, such as the shutdown of major interstates due to weather disasters, which severely impact the delivery of agricultural products and fresh produce.		Marci Linton from Colorado



15	Fuel Prioritization and Supply Chain Disruptions: See Appendix Section 2 – Session Details, item D.ii. for details. Fritzmarie from Region 2 discussed the critical need for prioritizing fuel distribution during disasters, a process often hampered by inadequate analysis and planning, which results in significant disruptions to the supply chain.		Fritzmarie from Region 2
16	Critical Infrastructure. See Appendix Section 2 – Session Details, item D.iii. for details. South Carolina is developing a framework to prioritize critical infrastructure, which is crucial for organizing state responses and determining resource allocation during emergencies.		April from South Carolina
16a	Information Sharing. FEMA Region 3 creating accessible and timely critical information platforms that reach all business sizes for adequate communication about the impacts of disasters.		Noel Witzke from FEMA Region 3
17	Private and Public Sector Partnership Value. See Appendix Section 2 – Session Details, item D.iv. for details. Creating a process for demonstrating the value of partnerships between the private and public sectors.		
18	Communication Platforms and Mutual Aid. See Appendix Section 2 – Session Details, item K.v for details. Leverage a common platform for state-to-state communication- text/chat.	AHC State Liaison Working Group Fleet Response Work Group	In process. Needs clarification. May be several platforms instead of a single platform. Possibly combine with Use Case 16a.
Messaging			
19	Develop a methodology (training, txs, etc..) to expand awareness to Communications Sector’s messaging PDF, website, and video to state/local government to reduce fiber/cable cuts during debris removal.	FEMA OB31 AHC State Liaison Working Group FEMA Regions	Possibly combine with Use Case 7
20	Develop a federated agreement to support a Coordinated Messaging Framework between Government & Industry to sync messaging during disasters – Unity of Message	FEMA OB31 AHC State Liaison Working Group FEMA Regions	
Planning			



21	Expediting Private Sector Disaster Feeding Develop a national framework for private sector feeding following a catastrophic event (Cascadia, New Madrid earthquakes, etc...)	FEMA OB3I AHC State Liaison Working Group FEMA Regions	(Jeff Dorko discussed this, create FEMA framework with grocers, directory of people, training, develop PSL partners network for feeding)
22	Host an Annual PSL Workshop – Propose the establishment of an annual Workshop to continue these valuable discussions and training opportunities.	FEMA OB3I AHC State Liaison Working Group	
23	Assess Private Sector Capabilities: Decisional Point #2: State PSLs, FEMA OB3I and Regional PSLs – consider creating/establishing a process to assess private sector capabilities that is shareable and easy to maintain.	FEMA OB3I AHC State Liaison Working Group FEMA Regions	Needs more clarification. For mutual assistance, donations or both?
24	Periodic PSL Workshops: Informational #4: Consider additional state PSL Workshop opportunities throughout the year (e.g., Panel discussion (webinar) focused on building initial PSL experience, Disaster pre-planning activities).	FEMA OB3I AHC State Liaison Working Group	
25	Use Case Repository: Decisional Point #5: Consider creating a Use Case Repository. Create and maintain a dynamic catalog of successful use cases for cross-sector problem-solving that can be accessed by all states and relevant parties.	FEMA OB3I AHC State Liaison Working Group	
26	Informational #11: Share information on AHC’s Private Sector Group.	FEMA OB3I AHC State Liaison Working Group	Needs more clarification.
27	Develop a Private Sector Tool Kit for Private Sector Liaisons (PSLs).	FEMA OB3I AHC State Liaison Working Group	
28	Early Warning Indicators Development – See Appendix Section 2 – Session Details, item E for details. Collaborate with industry to develop a comprehensive list of early warning indicators that can be utilized by all stakeholders. Include framework to organize and protect the information, and to test indicators via cross-sector ttx’s and drills.	FEMA OB3I AHC State Liaison Working Group	In process, Fleet Response and SISE Working Groups
29	Business Continuity and Community Recovery.		



	See Appendix Section 2 – Session Details, item D. vi for details. Develop strategies to help businesses recover quickly after disasters.		
30	Integration of Business Emergency Operations Centers (BEOCs) into EOCs. See Appendix Section 2 – Session Details, item D.vii for details. Integration of BEOCs within State Emergency Operations Centers (EOCs) to enhance situational awareness and mitigate cascading effects		Jessica Sexton from Missouri
31	Information Management and Accessibility. See Appendix Section 2 – Session Details, item D.viii for details. USVI manages information within the EOC to understand state-level events and communicate effectively with private sector partners.		Wilbur Francis from the U.S. Virgin Islands
	Technology		
32	Big Data Projects Expansion Encourage more states to partner with big data firms to enhance disaster response capabilities based on predictive analytics.	FEMA OB31 AHC State Liaison Working Group	
33	Decisional Point #3: Adobe Connect – explore what is possible to add within FEMA’s CIO IT environment for NBEOC use.	FEMA OB31 AHC State Liaison Working Group	
34	SISE-net Access: Provide access to all PSLs to industry’s SISE-net legal framework and operational information hub to sync situational awareness on specific topics with industry.	AHC Fleet Response, SISI, and State Liaison Working Groups	In process, SISE Working Group



Appendix Section 6 – Participant Feedback

State	Comments
Colorado	In my 30 years, this was the best two day training I have ever attended.
California	Enjoyed meeting the other state liaisons and getting to know both their personalities and how they have crafted their program strategies and activities to work in their state environments. I came initially to listen to and support the other states attending. By the end of the two days, I learned many things from the other states that I can take back and implement immediately.
South Carolina	Being in the same room with other PSLs, sharing our experiences, and learning from one another. That was invaluable.
Idaho	It was the best government conference I think I've ever been to! And that includes the multiple ones I went to when I worked at the governor's office, including WGA, NGA, RGA, PNWER.
Massachusetts	The most useful part was having both the time to speak with other states and my region and the framework provided by the Workshops speakers to contextualize specific discussions. Having the discussion in person made it far more productive.
Mississippi	By far, the meeting and networking with my colleagues from the other states was the most helpful. That alone further enhances our trust in one another and strengthens already strong relationships. I enjoyed meeting the new PSL's. The understanding of how the states work their issues in their own unique ways, gave me invaluable insight towards strengthening our growing program.
Utah	The networking and time to talk to other state partners was most helpful. The networking activities were great for getting us to meet more people. And the work session on discovering use cases was also great. I felt lots of positive energy during the use case discovery activity.
Pennsylvania	I enjoyed the face-to-face learning from my peers and learning where I need to focus our BEOC programs and strategic goals based on a better understanding of FEMA priorities and operational perspectives, understanding how other states operationalize their BEOCs within their government structures and common threats, and systems and sources for information sharing.
Ohio	Most meaningful was the Connections with other state PSL counterparts (future lists and forwarded documents). Hearing how they do PSL in their states, how they are organized, and hearing their success stories. The intermixing of state and feds and private sectors was helpful plus the breadth of experience in the room was valuable. This was potentially the best / most fruitful Workshop I've ever attended. I came back with enthusiasm of a path forward for Ohio.
North Carolina	For me the camaraderie that formed was kind of magical. One could feel the trust in the room.
Washington	I learned a lot from my colleagues, especially about a great software program from Utah. These discussions made me rethink my approach and how I can do better. I usually look to successful programs in states like Louisiana, California, Pennsylvania, and North Carolina for ideas. The Workshop motivated me to improve how I work with businesses despite some challenges. Getting advice from my peers at the Workshop was really helpful.
Industry	First, the ability to interact with the State Liaisons face to face. Participating in Day 2's interactive activities helped me meet many I didn't know. I really think Abby just scratched



	the surface on big data. I think that could play a huge role in EM going forward. I'd love to dive deeper into that. Robert Crowe, Cencora, Healthcare Sector
Industry	The networking piece was helpful. Making these connections will be useful in the future. Also, seeing the challenges that face other sectors. It was eye opening.



Appendix Section 7 – The Use Case Development Process

The Use Case Development Process: Collaborative Solutions for Operational Problems

Introduction

In the realm of emergency management and industry resilience, collaboration between government and industry stakeholders is crucial. The working groups of the All Hazards Consortium (AHC) have adopted a structured approach to address operational problems through a defined use case process. This process ensures that problems are not only identified but also addressed comprehensively, leading to actionable solutions that enhance preparedness, response, and recovery efforts.

Step 1: Define the Problem with Group Consensus

The first step in the use case process is to clearly define the problem at hand. This involves bringing together all relevant stakeholders to discuss and reach a consensus on the exact nature of the issue. The goal is to create a written problem statement that accurately reflects the concerns of all parties involved. This step is critical because a well-defined problem lays the foundation for effective solutions. If other problems arise, which frequently happens, they are catalogued and placed on the Use Case Parking Lot to be addressed at a later date.

Step 2: Define the Impacts of the Problem from Every Perspective

Once the problem is defined, the next step is to analyze its impacts from multiple perspectives. This involves gathering input from all stakeholders in industry and government to understand how the problem affects different sectors and communities. The group works together to document these impacts in writing, ensuring that no perspective is overlooked. Understanding these varied impacts helps build a shared perspective and aids in crafting solutions that address the needs of all affected parties.

Step 3: Define the People and Decision Makers Who Need to Be Engaged

Identifying the key players involved in addressing the problem is the third step in the process. This includes both the people directly affected by the problem and the



decision-makers who have the authority to approve or implement solutions. The group collaborates to compile a list of these individuals and organizations. Engaging the right people is essential for ensuring that proposed solutions are feasible and can be effectively implemented.

Step 4: Define and Agree Upon the Information Needed to Address the Problem

Information is crucial for developing effective solutions. In this step, the group determines what data and information is needed to address the problem. This may include technical data, operational procedures, regulatory guidelines, and best practices. The group must also agree on the sources of this information and ensure its accuracy and relevance. This comprehensive information gathering helps expose stakeholders to new sources of information and aids in developing well-informed solutions.

Step 5: Agree Upon the Sensitivity Level of Any Information Involved

Not all information can be shared due to privacy, security, competition, intellectual property rights, regulatory restrictions, or other proprietary concerns. Therefore, the group must agree on the sensitivity levels of the information involved and establish protocols for handling it. Information can be classified as public, private, or sensitive. This step ensures that sensitive information is protected while still allowing for effective collaboration. This step helps all stakeholders become aware of why information can or cannot be shared, the potential impacts of information being shared improperly, and develops trust.

Step 6: Identify Existing or Develop New Solutions to Address the Problem

With a clear understanding of the problem, its impacts, and the necessary information, the group can now identify or develop solutions. These solutions can take various forms, including meetings, datasets, partnerships, tools and resources, exercises, apps, websites, webinars, reports, and research. If a solution requires more than a year to develop, it is placed in the parking lot of use cases to be addressed in the future. Solution development is an ongoing process. Some solutions take time to create, while others can be implemented quickly. The group can usually benefit faster by leveraging existing solutions rather than creating new ones.



Solutions and Their Forms

Solutions developed through this Use Case process can be diverse and tailored to the specific needs of the problem. They can include:

Meetings: Regular coordination meetings to ensure ongoing collaboration.

Datasets: Shared data repositories for real-time information exchange.

Partnerships: Strategic alliances to leverage resources and expertise.

Tools and Resources: Development of technical tools and resource guides.

Exercises: Scenario-based drills to test and refine response plans.

Apps: Mobile applications to facilitate communication and coordination.

Websites: Online platforms for information dissemination and stakeholder engagement.

Webinars: Virtual training sessions to build knowledge and skills.

Reports: Comprehensive reports documenting best practices and lessons learned.

Research: Studies to explore new approaches and technologies.

Examples

Categories of Solutions Developed

The working groups have developed a wide range of solutions, including:

Planning: Comprehensive emergency plans that incorporate best practices and stakeholder input.

Exercises: Regular drills and simulations to test and improve response capabilities.

Standards: Development and adoption of standards for communication, data sharing, and operational procedures.

Events: Organizing conferences and workshops to foster collaboration and share knowledge.

Agreements: Formal or federated agreements between stakeholders to ensure cooperation and resource sharing.

Grants: Securing funding for critical projects and initiatives.

Initiatives: Launching new programs to address emerging challenges.

Information/Technologies: Implementing new technologies and information systems to enhance operations.



Partnerships: Building alliances with academia, private sector, and non-profit organizations.

Training: Providing training programs to build skills and knowledge among stakeholders.

Services: Offering specialized services to support emergency management and resilience efforts.

Apps: Developing mobile applications to improve communication and coordination during emergencies.

Operational Results Achieved to Date

The use case process has yielded significant results in real-world situations, particularly during disasters and crises. These results include:

Saving Time by Reducing Delays: Streamlined processes and improved coordination have reduced response times during emergencies.

Reducing Costs: Efficient resource utilization and proactive planning have led to cost savings for both government and industry.

Saving Lives: Enhanced preparedness and response capabilities have directly contributed to saving lives during critical incidents.

Reducing Risks: Identifying and mitigating risks has led to safer communities and more resilient infrastructure.

Streamlining Existing Processes: Simplifying and standardizing procedures have made operations more efficient.

De-conflicting Policy: Harmonizing policies across different jurisdictions and sectors has reduced confusion and conflicts.

Reducing Complexities: Clearer guidelines and better communication have made complex operations more manageable.

Actual Solutions Developed Using the Use Case Process

- **Planning and Problem Solving Work Groups**
 - The [Sensitive Information Sharing Environment \(SISE\) Working Group](#)
 - The [State Private Sector Liaison Working Group](#)
 - The [SISE-net Working Group](#)



- The [SISE-net Cross-Sector Exercise Working Group](#)
- The [Operational Training Working Group](#)
- The [SISE Strategic Advisory Committee](#)
- Multiple [Use Case Committees](#)
- The [ENDEAVOR Model Working Groups](#) for industry led working groups with state emergency managers: <https://www.ahcusa.org/endeavor-model.html>

- **Events**
 - The **2024 FEMA OB3I National Private Sector Liaison (PSL) Workshop** held in April 2024 to support training of PSL at the state and regional level on multiple topics and develop use cases to work on over the next 12 months.
 - The **Annual National Resilience Exchange Summit** Conference held in January 2021, 2022, 2023 for support of resilience efforts across the US: <https://pro.ahcusa.org/past-events>
 - The **STORM/Crisis Preparedness Workshop series** to train the next generation of storm professionals.
 - The **Business Resiliency Virtual Discussion Series** held in 2021, 2022, and 2023 that focused on a wide variety of topics of interest including cyber and physical security, technology, pandemic response, emerging threats, and more: <https://pro.ahcusa.org/past-events>

- **Process Improvements**
 - The **SISE Integrated Planning Framework**
 - The **Fleet Movement Coordination** with States process to support mutual assistance movements for expediting power restoration efforts.
 - The **US/Canadian Border Crossing Process** to expedite movement across the border for power restorations in Northeast U.S.
 - **National Fleet Movement Coordination** for historic Puerto Rico Power Restoration following Hurricane Maria in 2017
 - **Nationwide collaboration and training initiative** with 22 state emergency management agencies and operational coordination with industry during crises or disasters.

- **Exercises**
 - The **Annual Cross-Sector Virtual TTX** for Hurricane Season Preparation: <https://www.ahcusa.org/cross-sector-exercises.html>

- **Training**
 - The **STORM School Training and Advisory Services**: <https://www.ahcusa.org/storm-school.html>

- **Technologies**
 - The **STORM Central website** to aggregates government disaster documents and updates during disasters: <https://www.ahcusa.org/storm-central.html>. Now replaced with **SISE-net Operational Information Sharing Hub (see below)**
 - The **Fleet Movement App** that provides LIVE data feeds for transportation planning during disaster including LIVE road closures, facility status, declarations/waivers, locations for lodging, fuel, hospitals and much more. Requires a license and [AHC membership to access](#).
 - The **Commercial Route Assistance (CRA) App** that expedited truck movements during state COVID restrictions and closures (currently paused): <https://cra.inl.gov/>



- The **National Vetted PPE Exchange**, a digital high-speed sourcing model that connected vetted PPE buyers/suppliers in near real-time to find PPE inventories during local shortages.
- The **SISE-net Operational Information Sharing Hub**, to sync operational situational awareness between industry and government during certain disasters: <https://www.ahcusa.org/sise-net-information-hub.html>
- **Data Confidence Standards**
 - The **Operational Readiness Level (ORL) Data Confidence Standard** to rank the confidence factor for data used by decision makers: <https://www.ahcusa.org/orl-data-standard.htm>
- **Federal Grants / Projects**
 - **DHS CISA rapid development grant** to create the CRA (Commercial Route Assistance) App in 2020 during COVID-19 with Idaho National Labs to assist commercial vehicles moving during state restrictions and closures.
 - The **Energy Storage Initiative** to support the **FEMA BRIC (Building Resilient Infrastructure and Communities) grant**: <https://www.ahcusa.org/energy-storage-initiative.html>
- **Cross-Sector Initiatives**
 - The **SISE-net Initiative** to connect industry and state government operations centers during disasters to synch situational awareness on a variety of uses cases in response situational awareness, damage assessments, recovery, etc... <https://www.ahcusa.org/sisenet.html>
 - The **Infrastructure Mitigation Initiative (2023)** to support state hazards mitigation efforts through integrated infrastructure planning, training and coordinated grant projects.
 - **MS TEAMS Integration Initiative** designed to address the private sector's desire to reduce emails and portals during disasters and simplify user access to the SISE by leveraging MS TEAM and SISE credentials. <https://www.ahcusa.org/ms-teams-integration.html>
 - The **STORM School initiative** that leverages the real-world experience and wisdom of the Fleet Response Working Group's operational stakeholders and partners in the private sector and government who have collectively responded to thousands of storms and disasters over the past 30+years to training and advise the next generation of storm and crisis response professionals. <https://www.ahcusa.org/storm-school.html>
 - The **Cross-Sector Exercises Initiative** designed to increase disaster communications and coordination between multiple industry sectors and state operations centers on six topics areas: <https://www.ahcusa.org/cross-sector-exercises.html>
 - Resilience Rising Initiative designed to encourage women to not only enter into and grow within the crisis and consequence management field but to strive for leadership roles. <https://pro.ahcusa.org/resilience-rising>
 - The **ENDEAVOR Model Initiative** leverages the Fleet Response Working Groups charter and legal framework to provide a legally structured way for state and local emergency managers in a specific state to work with the private sector business and infrastructure owners on planning, response, recovery and mitigation activities following any type of disaster or disruption. <https://www.ahcusa.org/endeavor-model.html>
 - The **SISE-net Information Hub Initiative** was designed to "sync" operational situational awareness information between industry and state government people and systems on specific topics to streamline operational coordination and communication during



disasters to reduce delays and save lives. <https://www.ahcusa.org/sise-net-information-hub.html>

Summary

The Use Case Development Process adopted by the working groups of All Hazards Consortium exemplifies the power of collaboration in addressing operational problems. By following a structured approach and leveraging the collective expertise of government and industry stakeholders, the group has developed innovative solutions that enhance resilience and improve response capabilities. The tangible results achieved through this process underscore its effectiveness in creating a safer and more prepared community. As challenges evolve, this collaborative approach will continue to play a vital role in ensuring that solutions are timely, effective, and sustainable.