

CRISIS INNOVATION SUMMIT REPORT

A New Era for Disaster Response

Revised 3/17/2026

“America’s disaster resilience will increasingly depend on trusted operational partnerships between government industry.”

The 2026 Public/Private Crisis Innovation Summit brought together leaders from government, industry, and critical infrastructure sectors to advance innovative approaches for strengthening disaster preparedness, response, and recovery across the United States. Through structured collaboration, participants developed actionable use cases, reinforced trust-based governance through the ENDEAVOR integrated planning framework, and identified priority areas for innovation, including artificial intelligence, crisis financing, and coordinated management of critical supply chains.

Marking the 20th Anniversary of the All Hazards Consortium’s Leadership
in Public-Private Disaster Collaboration

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1. Overview

The 2026 All Hazards Consortium (AHC) Public/Private Crisis Innovation Summit brought together approximately 60 senior leaders from the private sector, state emergency management agencies, federal partners, and national nonprofit organizations for a focused, working session in Conshohocken, Pennsylvania. Held during AHC's 20th Anniversary year, the Summit represented a defining moment in the evolution of public-private collaboration in disaster preparedness and response.

Unlike traditional conferences, this was not a forum for theory. The agenda centered on three concrete use cases — one operational, one in active development, and one newly introduced — all designed to produce actionable, scalable solutions. The message was clear: the era of government-centric emergency management is giving way to a new model built on trust, shared data, and sustained public-private partnership.

Both leaders and participants agreed that emergency management is undergoing real-time transformation. Shifting federal structures, increasingly complex disasters, and rising public expectations are redefining roles and responsibilities. State and industry leaders emphasized that innovation is no longer optional. Doing more with fewer resources requires fundamentally different approaches. Meaningful progress depends on proven operational leaders — from industry and state and local government — who have both the authority and experience to make decisions and drive coordinated action before, during, and after a crisis.

Leadership committees further agreed to leverage any organization, partner, or approach capable of advancing practical solutions tied to specific use cases that directly impact disaster survivors.

A Changing Federal Landscape

The Summit opened with candid discussion about growing uncertainty in the federal emergency management environment. Recent administrative transitions have altered coordination structures, and in some cases removed established federal layers without clearly defined replacements. This shift has left states and the private sector carrying greater responsibility with less coordination infrastructure than in recent years.

This reality reinforces the importance of the AHC model — one that centers sustained nonprofit coordination and private sector capability alongside state leadership. Unlike government programs, private sector institutions are less vulnerable to political turnover. They can maintain relationships, investments, and institutional knowledge across election cycles — a stability that has proven essential when publicly funded programs have dissolved following leadership changes.

The Need for Public-Private Partnership

A central conclusion of the Summit was that emergency management can no longer function as a government-led overlay placed on private systems during disasters. In daily life, communities rely overwhelmingly on private sector systems — for food, fuel, electricity, healthcare, logistics, and communications. During crises, these same systems remain the backbone of survival and recovery.

Veteran leaders referenced 9/11, Superstorm Sandy, COVID-19, and major hurricanes to illustrate a consistent truth: communities often see the private sector first. Grocery stores reopen. Fuel stations operate. Utility crews restore power. Hospitals treat patients. Telecommunications networks reconnect families.

As one leader observed, government often holds a perceived monopoly over emergency response, yet in many communities, the visible face of recovery is the private sector. The Summit reinforced that effective disaster response must integrate private sector partners early, systematically, and continuously — not as an afterthought, but as a core component of preparedness and operational execution.

This report and the related 2026 Summit are all part of a three (3) year initiative called the Public/Private Crisis Innovation initiative (PPCII) started in March 2025 by the states of Maryland, Virginia, North Carolina, Delaware and Pennsylvania along with private sector leaders from electric, communications, transportation, fuel, retail/grocers, healthcare and water.

Learn more about the initiative and use cases to be addressed at: [AHC Public/Private Crisis Innovation Initiative](#)

2. Context & Operating Environment

A Changing Federal Landscape

The 2026 Summit opened with candid discussion about the rapidly shifting federal emergency management environment. Panelists noted that recent changes in the presidential administration have created meaningful uncertainty at the federal level — with one senior participant characterizing the current state of federal emergency management as 'chaos.' The withdrawal of certain federal coordination layers, without a clearly communicated replacement framework, has left states and the private sector with more responsibility and less coordination infrastructure than at any recent point.

This environment reinforces why the AHC's model — which places private sector capability and sustained nonprofit coordination with states at its center — is more relevant than ever. The private sector does not face the same political volatility as government: it can sustain relationships, investments, and institutional knowledge across election cycles and budget shifts, as demonstrated by the collapse of one state's well-funded private sector preparedness program following a single gubernatorial election.

The Case for Operational Public-Private Partnership

A central premise animating the Summit was that emergency management has historically operated as a 'government-led' function, often when communities rely predominantly on private sector services in their daily lives.

During disasters, federal and state government overlays are imposed on private systems — often without adequate trust, communication, or coordination structures to make that overlay effective and efficient.

Several senior emergency managers and private sector leaders drew on decades of disaster experience — including 9/11, Superstorm Sandy, COVID-19, and Hurricanes Harvey, Irma, Maria and Helene — to underscore that most critical community services (transportation, food, fuel, power, communications, water, medicine, logistics) are delivered by the private sector.

All agreed that:

- Effective disaster response requires the **early, structured, and continuous integration of private sector partners**—not their involvement as a last resort once a crisis is underway. Because critical community services such as food distribution, fuel supply, energy, healthcare, logistics, and communications are largely operated by the private sector, successful emergency management must reflect this operational reality.
- To achieve this, a new collaborative legal and liability free framework is needed—one that provides **state and local government and private sector leaders with an equal voice in addressing shared challenges**. Such a framework should allow each sector to operate independently within its own authorities and responsibilities, while also creating a trusted environment for coordinated action.
- Through this scalable model, partners can align on priorities, share information, and work together on planning, exercises, solution development, and coordinated during disaster response and recovery...**resulting in the ongoing strengthening of community and business resilience before, during, and after major incidents**.

3. Summit Structure & Sessions

The Summit followed a deliberate arc across three days (including a Pre-Summit Board Day), organized around the ENDEAVOR Integrated Planning Model — AHC's non-proprietary private-sector-led collaborative framework for working through emergency preparedness problems in structured sprints (90-day, 6-month, and 12-18-month phases).

Pre-Summit Board Meeting

The evening pre-Summit convened AHC board members, senior private sector representatives, and AHC work group leadership for relationship-building and preliminary discussion. Key themes introduced included the importance of cross-sector collaboration over competition, the role of the AHC in breaking down information silos between private entities and government, and the need for sustained, people-driven innovation. Bob Crow of Cencora — the Summit's host — described his company's global pharmaceutical distribution infrastructure (51 distribution centers across 27 states, serving nearly every hospital and one in three pharmacies nationally) and extended an offer to state partners to leverage Cencora's network during emergencies

Day 1, Session 1: Private Sector Panel

Moderated by Kelly McKinney (NYU Langone Health, AHC Board), the Private Sector Panel assembled leaders from critical infrastructure and life-safety sectors, including:

- **Lee Siler, Director of Readiness, Walmart** — representing retail, fuel, pharmacy, and one of the nation's largest private truck and aircraft fleets, with 1.4 million U.S. associates
- **Carmela Hinderaker, Senior Director, Business Resilience & Corporate Compliance, C&S Wholesale Grocers** — largest private wholesale grocer in the U.S., expanded with the acquisition of Spartan Nash; distribution spanning all 50 states, U.S. territories, and military commissaries
- **Sherry Stone, VP, Energy Marketers of America** — representing the downstream end of the fuel chain, including fuel distributors, heating fuel suppliers, and gas station/convenience store operators (approximately 60% of retail fuel stations nationally)
- **Chris Eisenbrey, Senior Director, Preparedness & Recovery Edison Electric Institute (EEI)** — DC-based trade association representing ~65 investor-owned electric utility holding companies (70% of U.S. electric customers and revenue); responsible for mutual assistance/mutual aid facilitation, large power transformer sharing programs, business continuity policy, and emerging use of drones/UAS for post-disaster damage assessment
- **Robert Crow, Senior Director, Global Business Resilience, Cencora** — responsible for emergency response and crisis management for a global pharmaceutical and services company operating across 60 countries, 1,250+ U.S. locations, and 51 distribution centers in 27 states; also served as the Summit's host
- **Kent Kildow, Associate Vice President, Physical Security & Employee Safety, Verizon** — formerly ran Verizon's business continuity and emergency management program for eight years; representing the critical role of telecommunications in supporting first responders, public sector partners, and communities during recovery

The panel surfaced fundamental structural tensions: private sector organizations have capabilities that far exceed what government emergency management can mobilize yet are often excluded from planning processes until disaster strikes. Panelists called for embedded pre-crisis relationships, agreed-upon communication protocols, and legal frameworks that permit data-sharing and joint operations across the government-private sector divide.

Day 1, Session 2: State Directors Panel

A panel of state emergency management directors and deputies provided the government counterpart perspective, including:

- **John Scrivani, Director of Emergency Management, Virginia** — discussed private sector liaison (PSL) coordination and EOC engagement with the private sector during activations
- **Will Ray, Director, North Carolina Emergency Management** — extensive background in ESF-8/health and human services integration and critical infrastructure coordination
- **Chas Eby, Deputy Secretary, Maryland Department of Emergency Management** — representing the deputy director level and serving as NEMA Chair of the Deputy Directors Group
- **AJ Schall, State Director and Homeland Security Advisor, Delaware** — 10 years in state emergency management, with 17 years prior experience in corporate America and the fire service
- **Randy Padfield, Director, Pennsylvania Emergency Management Agency (PEMA)** — six years as director, and 40 years in public safety

The State Emergency Management Directors Panel highlighted several important realities shaping the future of disaster response. Panelists emphasized that the disaster environment is becoming increasingly complex, with events often triggering cascading impacts across multiple critical infrastructure systems. Power outages can disrupt fuel distribution, telecommunications failures can hinder emergency communications, and transportation disruptions can slow the delivery of essential supplies. These interconnected failures require a far higher level of coordination among sectors than traditional emergency management models were designed to handle.

Directors repeatedly stressed that the first 30 days following a major disaster represent the most operationally demanding period. During this time, states must simultaneously manage life safety operations, mass sheltering and housing needs, infrastructure restoration, commodity distribution, and healthcare support. Because federal resources often take time to mobilize, state agencies and private sector partners must be prepared to work together immediately.

Panelists also noted that most critical infrastructure and supply chains are owned or operated by private companies, making industry an indispensable partner in disaster response. Effective collaboration cannot begin during a crisis; it must be built through ongoing relationships and planning during non-disaster periods. Within state agencies, the Private Sector Liaison (PSL) plays a vital role in maintaining these relationships, facilitating information sharing, and coordinating cross-sector support during emergencies.

Overall, the panel underscored that emergency management is undergoing a significant transformation. Future success will depend on trusted public-private partnerships, stronger information sharing, and coordinated planning that integrates private sector capabilities early and continuously into disaster preparedness and response efforts.

State directors underscored the importance of integrating critical infrastructure into daily operations, not just disaster response. The discussion highlighted North Carolina's experience with Hurricane Helene — a catastrophic event that tested public-private coordination across dozens of counties — and the role of Business Emergency Operations Centers (BEOCs) and private sector liaisons embedded in state EOCs as essential connective tissue.

Day 1, Session 3: The ENDEAVOR Model & Use Case Introduction

This session introduced the private sector's Use Case Development Process as a practical framework designed to move public-private collaboration beyond discussion and into structured solution development. It explained that complex disaster challenges—such as restoring infrastructure, moving resources, or providing commodities to survivors—often stall because stakeholders approach problems from different perspectives and without a common planning structure.

The Use Case process provides a disciplined way for government and industry partners to work together to define problems, understand impacts across sectors, and identify operational solutions. The introduction session described how the approach begins with a clearly defined problem statement, followed by identifying affected sectors, operational impacts, required information sharing, and the stakeholders who must participate in solving the issue.

Participants were then guided through how this method can produce actionable outputs such as agreements, playbooks, exercises, technology tools, and operational protocols. The goal is to create practical solutions that can be tested, refined, and implemented before disasters occur, strengthening real-world coordination between government and private sector partners.

As part of the introduction of this session, three use cases were introduced:

- **Use Case 1: Regional Public/Private Commodity Supply Chain Surge Capacity** — in active development (~6 months), enabling the rapid, coordinated access to essential commodities via existing supply chains for water, food, medical supplies, and pharmaceuticals for disaster survivors through a strengthened regional public-private partnerships.
- **Use Case 2: Regional Utility Fleet Mustering Points for Crisis Response**— develop pre-approved staging locations across multiple states to support power restoration efforts during hurricanes and disasters....a developing program tested during Florence in Virginia, North Carolina using Walmart store locations along I-95 as pre-staging and mustering points for inbound mutual assistance electric utility restoration crews.
- **Use Case 3: Public-Private Resource Sharing** — a brand-new use case developed collaboratively at the Summit, exploring how private sector information and resources (people, materials, equipment, etc..) can be organized and shared during disasters without requiring government procurements.

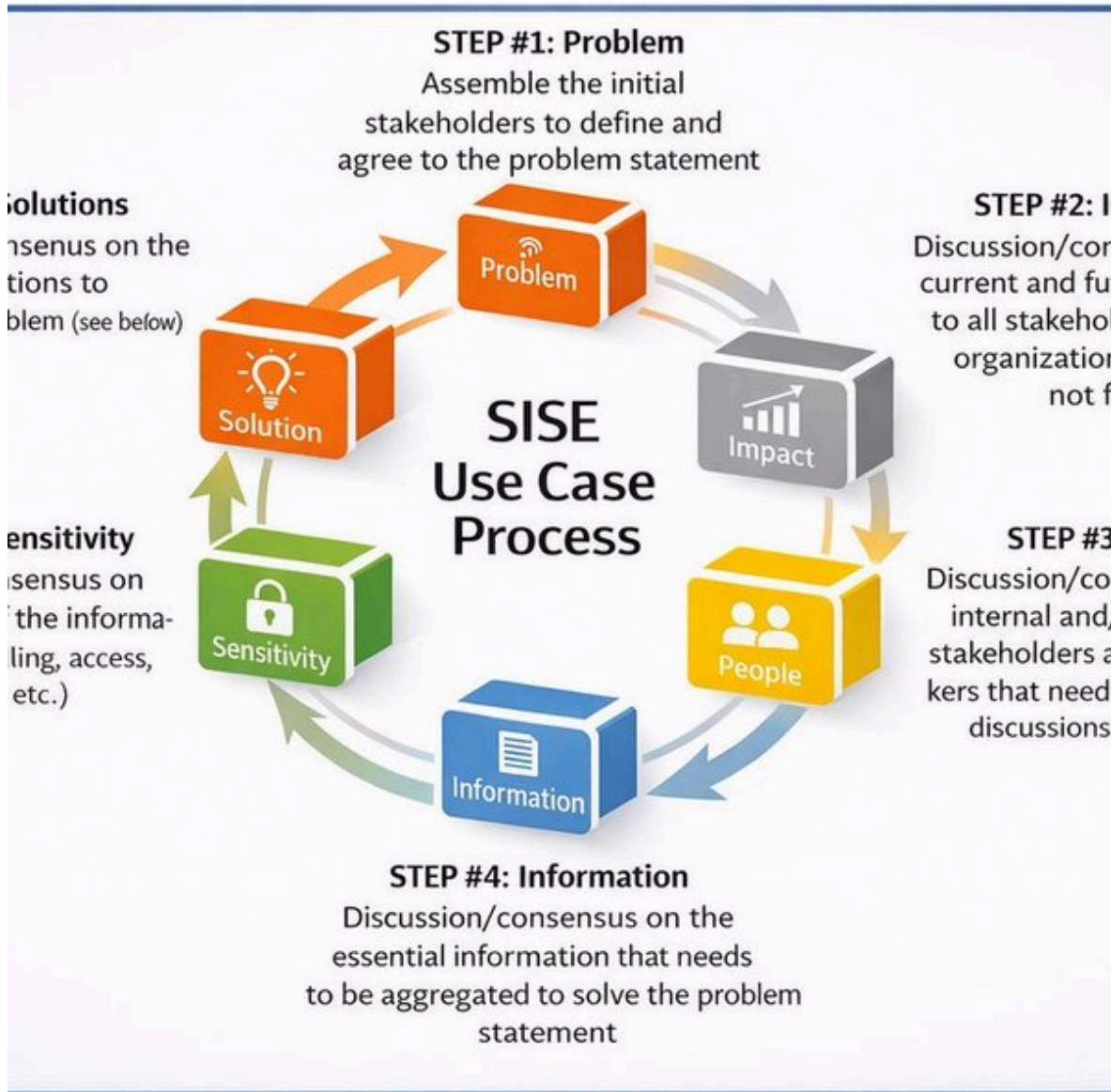
The ENDEAVOR Model

AHC Board President Chris Geldart and ENDEAVOR Pennsylvania Chair Pat Shull introduced the ENDEAVOR Integrated Planning Model — the AHC's framework for structured public-private solutioning.

During this overview, they outlined how the ENDEAVOR model was designed in response to a clear lesson learned from the past: government-led public/private programs are vulnerable to political turnover, while private sector programs lack the convening authority and regulatory awareness to act unilaterally.

ENDEAVOR was originally designed by states working in partnership with industry to close the coordination gap between government and the private sector. It operates as a private-sector-led planning & legal framework that includes government as an equal partner within a shared governance structure.

Because the framework is not dependent on any single administration or agency, it is built to endure leadership changes. Since 2013, the ENDEAVOR model has been implemented at both state and regional levels and has not only remained stable, but has continued to grow through elections, retirements, and other transitions in leadership.



The ENDEAVOR Use Case Process

Following this ENDEAVOR overview, Molly Dougherty and Katie Murphy outlined the ENDEAVOR six-step Use Case Development process and introduced the first use case.

They then introduced Use Case #1: Regional Public/Private Commodity Supply Chain Surge Capacity During Disasters. They provide both a government and industry perspective on the problem to be addressed, how it impacts each sector, and how the use case process helps build trust and a shared perspective on the problem that can drive solutions faster in the future.

Following the overview, participants engaged in collaborative workshops designed to walk the full audience through the structured development process. Together, they:

- Developed a cross-sector problem statement
- Identified the broader impact of the issue
- Explored potential solution pathways

The solution sessions encouraged participants to think broadly across multiple categories, including:

- Policy and guidance updates
- Improved operational processes
- Centralized information platforms, dashboards, apps, or websites
- Training programs and exercises
- Reports and research initiatives
- Public/private partnerships
- Pilot projects
- Government grant opportunities

The session emphasized structured collaboration to move from problem identification to actionable solution concepts more quickly.

Day 2 Session 1

This session featured a panel session with the All Hazards Consortium's Private Sector Liaison (PSL) Working Group—organized in response to participant requests to hear directly from the professionals who manage private sector coordination during emergencies.

The session opened with recognition of the All Hazards Consortium's PSL Working Group's significant growth. Founded in 2018 by six states—Florida, North Carolina, Pennsylvania, Virginia, Maryland, and Texas—the network has expanded to 41 states with 58 members connected through its SIGNAL communications channel. This expansion reflects growing national recognition of the private sector's critical role in disaster response and recovery.

About the State Private Sector Liaison Work Group: State PSL Work Group:

<https://app.typeset.com/play/K01DP>

State PSL Panel Participants:

- Persia Payne-Hurley – North Carolina: Co-Chair of the State PSL Working Group
- Molly Dougherty – Pennsylvania: Co-Chair; Director of External Affairs at PEMA.
- Heather Freeman – Mississippi
- April Wilson – South Carolina
- John Hanian – Idaho
- Gary Lehman – Ohio
- Ethan Paul – Arizona
- Cory Edwards – Maryland
- Ira Tannenbaum – New York City

Common themes included the importance of direct access to decision-makers, overwhelming communication demands during incidents, resource constraints, whole-community integration, and the need for formalized PSL training.

PSL Panelists agreed the current moment presents a unique opportunity to strengthen and standardize PSL programs nationwide.

Day 2: Session 2 Use Case Deep Dives & Solutioning

Day 2 then moved into active working sessions on Use Case #3, with all participants engaging directly in problem-solving. The session featured an overview of the use case with briefs from government (Persia Payne-Hurley, NC), Dave Vanderbloemen (former Operations Executive at Dominion Energy, Virginia), and Lee Seiler (Walmart).

Problem Statement

When electric utility crews are mobilized for large-scale disaster response (e.g., a major hurricane affecting the Carolinas and Virginia), electric crews travel individually or in small groups from unaffected regions across the country. Without a coordinated multi-state mustering infrastructure, inbound utility crews face dangerous and inefficient situations: unknown fueling locations, equipment theft risks (open bucket trucks carry tens of thousands of dollars in copper wire and tools), unclear routing through disaster zones, and disconnected communication with state and utility dispatch teams.

Use Case Discussion: The Regional Mustering Point Solution

North Carolina Emergency Management recognized that Walmart's Superstores strategic placement along major interstate corridors — and its associated ecosystem of hotels, fuel stations, and restaurants — made it an ideal mustering points platform for inbound, out of region utility restoration crews.

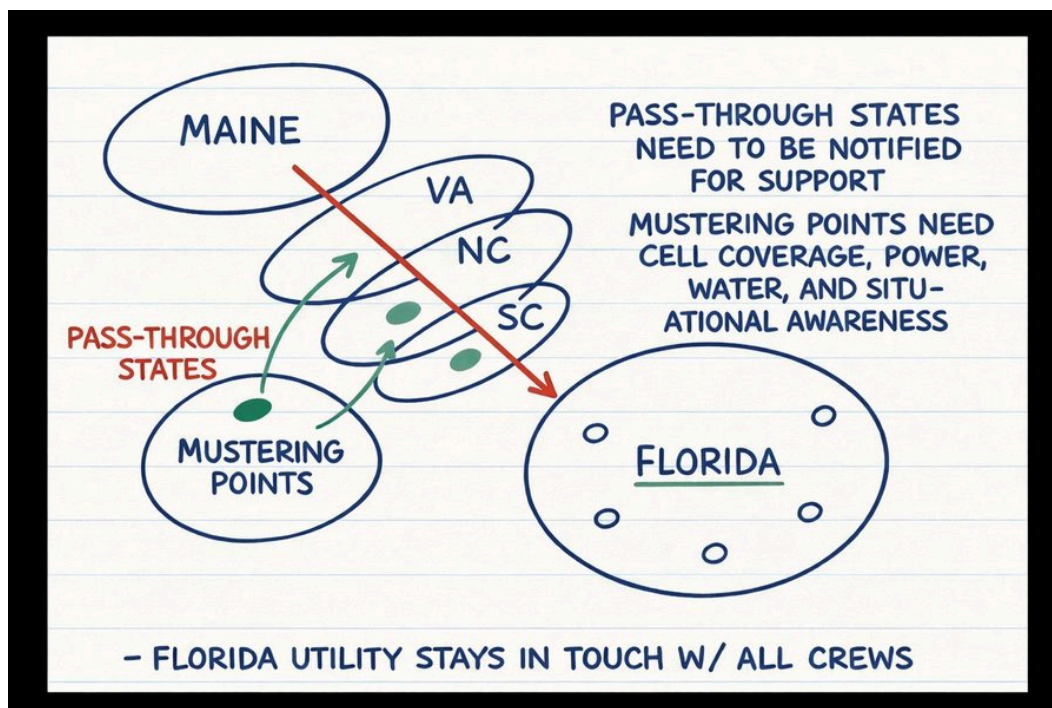
In 2018 during Hurricane Florence, the AHC collaborated with North Carolina's Persia Payne-Hurley and Walmart Operations to test a process developed by a joint use case committee. It proved quite successful and was recognized by major utilities as a valuable process that expedited resource movements to reduce delays in power restoration.

COVID struck and the use case development process was placed on hold until 2024 when it was resurfaced by the private sector.

Currently, a pilot project is being considered at selected Walmart Superstore locations along I-95 through Virginia, North Carolina, and South Carolina to be used as designated mustering and rest points.

Key implementation elements include:

- Pre-identification of participating Walmart store locations
- Notification and coordination with State Highway Patrol, who extended security perimeters to include participating Walmart locations, protecting crew equipment
- Posting of mustering station locations to North Carolina counties via WebEOC, enabling county emergency managers, local law enforcement, fire departments, and NCDOT to maintain situational awareness
- NC BEOC briefings on the EOC floor, ensuring all state EOC functions were aware of private sector operations
- A help desk/ coordination point to handle real-time issues without burdening local store managers



The pilot planning also surfaced an often-overlooked planning variable: the general public. Large convoys of utility trucks at Walmart parking lots may attract significant public attention and goodwill — communities recognize restoration crews and often want to assist or interact. This public variable, if unplanned for, can create traffic, security, and operational issues. The pilot addressed this by incorporating public communication elements into the plan.

Pilot Desired Outcome

The multi-state mustering points pilot will demonstrate that a structured, pre-planned, multi-state mustering points network can significantly reduce crew mobilization time, improve safety and equipment security, and create a clear common operating picture for state and local officials

Speakers:

Dave Vanderbloemen - Retire, Dominion Energy, Electric Sector Perspective

Persia-Payne Hurley - North Carolina BEOC Director, State/Local Government Perspective

Lee Siler - Director of Readiness, Walmart Global Emergency, Management, Logistics Perspective.

4. Structural Themes Across All Sessions

Trust as the Foundation

Across all sessions, trust emerged as the prerequisite for effective public-private coordination. Senior practitioners from both sectors noted that relationships built before a disaster are the only relationships that function during one. The AHC model — sustained, nonprofit, FOIA-protected, with a 20-year track record of performance— provides the trusted neutral ground that neither government nor private sector can create independently.

Breaking Down Silos

Multiple speakers observed that information silos — between utilities, state agencies, federal partners, healthcare, retail, transportation, and telecommunications — remain the single greatest barrier to effective emergency response. The AHC's work over the past two decades has progressively dismantled these walls in some sectors and states. Tools like the Sensitive Information Sharing Environment (SISE) legal framework, the SISE-net Operational Information Sharing Hub, the SISE's SIGNAL app for secure communications, the ReadyOps service for information sharing, and for cross-sector data exchange were cited as concrete products of this collaborative work.

Resilience Beyond Elections

A recurring theme was the structural fragility of government-dependent programs. Participants cited one state's post-9/11 private sector preparedness program as a cautionary tale: legislated, funded, and widely recognized as the nation's most comprehensive state business emergency operations center program— then dismantled after a single election cycle leaving the private sector scratching their heads. The AHC's ENDEAVOR model was explicitly designed to be resistant to this fragility, by providing a joint governance framework with states and industry, and centering on joint operational problem solving rather than political or government driven mandates alone.

The Role of Innovation

Innovation at the Summit was defined not as technology adoption for its own sake, but as practical public/private planning and problem-solving that produces measurable outcomes.

The Summit's collaborative, working-session format was explicitly designed to operationalize a simple principle:

As one participant stated, "Many times, innovation requires just a few more good ideas — which are usually found in someone else's head. We need to work together to find them collectively across sectors."

Participants were not passive audience members but active contributors to live problem-solving sessions.

Potential Areas of Innovation

Several key areas of innovation were identified as priorities for improving emergency management overall.

1. Helping states build trusted, operational public-private partnerships.

- 1.1. These partnerships are not limited to traditional vendors or companies seeking state contracts. Instead, they include private infrastructure owners and operators—such as utilities, telecommunications providers, healthcare systems, transportation companies, retailers, and manufacturers—who are not pursuing government business but have significant people, assets, and capabilities they can voluntarily bring to bear during a disaster.
- 1.2. The goal is to create relationships built on trust, clarity of roles, and shared expectations long before an incident occurs. These partnerships must be developed during "blue sky" days through regular communication, joint planning, exercises, and information sharing. They require ongoing attention and consistent stewardship to remain active, credible, and ready to function effectively when disaster strikes.
- 1.3. In short, strong public-private partnerships are not transactional—they are operational, relationship-based, and sustained over time.

2. Integration of Artificial Intelligence (AI) into emergency management processes.

- 2.1. AI has the potential to enhance training, data analysis, communications, exercises, planning, and operational coordination. Used effectively, AI can help agencies make faster, more informed decisions before, during, and after disasters.

3. Disaster financing.

- 3.1. States are exploring innovative funding mechanisms such as disaster bonds and parametric insurance. These tools can provide faster access to funding following an event, reducing delays associated with traditional reimbursement models.
- 3.2. Understanding how these financial models work—and how they can be tailored to fit each state's legal, economic, and risk environment—will be an important focus moving forward.

5. Developing Solutions

As part of the Public/Private Crisis Innovation Initiative, identifying and advancing practical solutions is a central component of turning dialogue into measurable outcomes. The initiative recognizes that solving complex, cross-sector challenges requires more than discussion—it requires the deliberate development, testing, and implementation of solutions that can operate in real-world conditions.

Solutions can take many forms, including operational agreements, training programs, educational resources, exercises, data platforms, websites, applications, and applied research.

In many cases, a single use case is supported by multiple solutions working in parallel, each addressing a different aspect of the problem. Together, these layered solutions create a more complete and effective approach to preparedness, response, and recovery.

These solutions also vary in scale and complexity. Some can be advanced quickly through volunteer contributions from the SISE community, leveraging existing expertise and relationships. Others require dedicated funding, staffing, technology development, or formal partnerships to bring them to maturity.

This flexible, solution-driven model enables the initiative to move at multiple speeds—delivering near-term value while simultaneously developing larger, long-term capabilities that strengthen national resilience and public-private coordination.

Learn more about **SOLUTIONS**.

6. 2026 Summit Solution Briefings

Title: Power Outage Awareness & Decision Support

Dr. Jay Shafer, Chief Innovation Officer at PowerOutage.com, presented on the organization's capability to deliver real-time, integrated power outage intelligence to support emergency management. PowerOutage.com aggregates outage data from more than 1,000 electric utilities every 5–10 minutes, achieving approximately 97% coverage across the United States. This high-frequency data provides a shared operational picture that supports electric utilities in mutual assistance coordination, government agencies aligned with ESF-12 (Energy) in prioritizing response and resource allocation, and private sector organizations in maintaining business continuity.

The presentation highlighted the expansion of capabilities through an enhanced analytics dashboard with credentialed access, initially released for electric utilities and planned for beta availability to state agencies. These tools provide both absolute outage counts and normalized impact metrics, such as the percentage of customers without power at the county level, enabling more precise assessment of event severity and geographic impact.

Looking ahead, PowerOutage.com demonstrated emerging capabilities focused on sub-county resolution and data standardization. By leveraging higher-resolution outage data and consistent geospatial frameworks, these advancements will enable more granular, actionable insights into outage location, intensity, and duration, further strengthening situational awareness and cross-sector coordination.

Title: Weather Impact Intelligence & Predictive Analytics – StormCenter Communications

Dave Jones, Founder and CEO of StormCenter Communications, provided an insightful briefing on how advanced weather data can be transformed into actionable intelligence for disaster preparedness and response. His presentation focused on leveraging publicly available datasets from NOAA and NASA and converting them into highly visual, easy-to-understand tools that help both government and private sector leaders anticipate impacts before they occur.

This briefing emphasized that while vast amounts of weather data exist, the challenge lies in translating that data into meaningful insights tied to real-world infrastructure impacts. StormCenter's approach bridges this gap by modeling how specific weather events—such as hurricanes, ice storms, or extreme heat—affect critical systems like power, transportation, and communications. These predictive tools allow organizations to move from reactive to proactive operations.

The briefing demonstrated how these visualizations can be used across the full disaster lifecycle: improving pre-event planning, enhancing situational awareness during response, and supporting recovery prioritization. By aligning weather intelligence with infrastructure vulnerability, decision-makers can better anticipate cascading failures and allocate resources more effectively.

This solution highlights the growing role of data integration and predictive analytics in emergency management, enabling a more forward-looking, risk-informed approach to protecting communities and critical infrastructure.

Title: Rail Sector Resilience & National Coordination – Association of American Railroads

Jeff Moller, Assistant Vice President of Transportation Systems and Practices at the Association of American Railroads, delivered a compelling briefing on how the rail sector has evolved into one of the most coordinated and resilient components of the nation's critical infrastructure. His presentation showcased how rail companies have developed standardized practices, strong mutual support systems, and real-time coordination mechanisms to respond to a wide range of disruptions, including hurricanes, wildfires, winter storms, and fuel shortages.

Moller highlighted that the rail industry's success is rooted in its ability to operate as a highly interconnected network while maintaining flexibility at the regional and local levels. Through shared protocols, continuous communication, and joint planning, rail operators are able to rapidly adjust routes, reposition assets, and restore service in challenging conditions.

The briefing also emphasized the importance of cross-sector coordination, particularly with energy, fuel, and supply chain partners, given the rail sector's critical role in moving essential commodities. Lessons learned from rail's approach—such as pre-established coordination frameworks and investment in operational visibility—offer valuable insights for other sectors seeking to enhance resilience.

This solution demonstrates how industry-led innovation, when combined with strong collaboration, can significantly improve national response capabilities.

Title: ReadyOps Secure Coordination Platform – Chartwell Inc. / SISE Framework

Carlos Torres, Resilience Advisor at Chartwell Inc., introduced the ReadyOps service as an innovative solution from the AHC's Fleet Response Work Group designed to address one of the most persistent challenges in disaster response: trusted, real-time communication across sectors. Built on the encrypted SIGNAL platform and governed by the SISE legal framework, ReadyOps provides a secure environment where vetted professionals from government and industry can rapidly share information, validate assumptions, and coordinate actions during both steady-state operations and crises.

The briefing emphasized that traditional communication channels are often too slow, fragmented, or restricted by legal and organizational barriers to support the speed of modern disaster response. ReadyOps overcomes these limitations by creating a trusted network where participants can engage directly, reducing delays and improving decision-making.

The platform supports a wide range of operational needs, including incident coordination, resource sharing, situational updates, and problem-solving across sectors. It also strengthens relationships during "blue sky" periods, ensuring that trust and familiarity are established before disasters occur.

ReadyOps represents a scalable, low-cost solution that leverages existing technology while addressing critical governance and trust challenges. It exemplifies how the integration of secure communication tools and structured legal frameworks can significantly enhance national coordination and response effectiveness.

7. Participants

Company	First Name	Last Name
AECOM	Jonathan	Jenkins
AHC Board Member, Retired, Wakefern Foods	Michael	Ambrosio
AHC Board Member, NYU Langone	Kelly	McKinney
AHC Board Member, Retired ConEdison	Carlos	Torres
AHC / Converge Strategic Partners	Jonathan	Spector
AHC Board Member, Retired, DC Government	Chris	Geldart
All Hazards Consortium	John	Molnar
All Hazards Consortium	Tom	Moran
American Logistics Aid Network	Kathy	Fulton
Argonne National Laboratory	Carol	Freeman
Arizona Dept. Of Emergency and Military Affairs	Ethan	Paul
Association Of American Railroads	Jeffrey	Moller
Balor Analytics, LLC	Christopher	Vaughan
C&S Wholesale Grocers	Carmela	Hinderaker
C&S Wholesale Grocers	Katie	Murphy
Cencora, Inc	Brad	Lingenfelter
Cencora, Inc.	Robert	Crow
Cencora, Inc.	John	Crowley
Delaware Emergency Management Agency	A.J.	Schall
Duquesne Light Company	Adam	Ingram
AHC / DV Consulting LLC	David	Vanderbloemen
AHC Board Member, Edison Electric Institute (EEI)	Chris	Eisenbrey
Edison Electric Institute (EEI)	Daniel	Osborn
Energy Marketers of America	Sherri	Stone
Eversource Energy	Dean	Desautels
Eversource Energy	Sheena	Connolly
GoFundMe	Matthew	Dutko
Harrisburg Property Services	Patrick	Shull
Idaho Office Of Emergency Management	Jon	Hanian
Maryland Department of Emergency Management	Chas	Eby
Maryland Department of Emergency Management	Cory	Edwards
Maryland Department of Emergency Management	Tessa	Lovro
Maryland Department of Emergency Management	Russ	Strickland
Mississippi Emergency Management Agency	Heather	Freeman
New York City Emergency Management	Ira	Tannenbaum
North Carolina Emergency Management	Persia	Payne-Hurley
North Carolina Emergency Management	Willim	Ray
Ohio Homeland Security: Ohio Public Private Partnership (OP3) Program	Gary	Lehman

PA Emergency Management Agency	Molly	Dougherty
Pennsylvania Emergency Management Agency	Randy	Padfield
Pennsylvania Emergency Management Agency, PEMA	Melissa	A Frey
PowerOutage.com	Matt	Hope
PowerOutage.com	Jay	Shafer
SCC-Virginia Bureau of Insurance	Andrea	Baytop
South Carolina Emergency Management	April	Wilson
StormCenter Communications, Inc.	Dave	Jones
Tennessee Emergency Management Agency	Kate	Amaral
The Olson Group	Kyle	Olson
Thomas K. Hyatt, PLLC	Tom	Hyatt
Verizon	Kent	Kildow
Verizon Frontline Crisis Response Team	Brian	Larned
Virginia Department of Emergency Management	Debbie	Smith
Virginia Department of Emergency Management	Suzen	Collins
Virginia Department of Emergency Management	John	Scrivani
Virginia Department of Emergency Management	Amy	Hoffman
Walmart	Lee	Siler
Westmoreland County Dept <u>Of</u> Public Safety	Roland	Bud Mertz

8. 2026 Summit Outcomes

The Summit produced six major findings that will shape future public/private crisis innovation efforts.

1. **Innovation in Response and Early Recovery Phases of Crises**

- 1.1. Participants agreed that government and industry must modernize disaster response and early recovery, particularly in the first 30 days. Ongoing “Blue Sky Day” planning is essential to reduce burdens on local government while accelerating restoration of infrastructure and commodity supply chains.

2. **Functional Private Sector Liaisons in Every State**

- 2.1. Industry emphasized the critical need for a strong Private Sector Liaison (PSL) in every state. A centralized coordination point enables year-round engagement and prevents fragmented communication during crises.

3. **A Standardized Cross-Sector Problem-Solving Model**

- 3.1. The use case development framework demonstrated how stakeholders can reach federated agreement on problems, impacts, stakeholders, information needs, and solutions. A replicable governance model is necessary to move from discussion to execution.

4. **Artificial Intelligence as a Force Multiplier**

- 4.1. AI will be central to crisis innovation. When implemented properly, it can streamline communication, reduce costs, improve decision speed, and significantly increase staff productivity.

5. **Evolving Crisis Financing**

- 5.1. Traditional funding alone is insufficient. States are exploring parametric insurance, disaster bonding, and alternative funding platforms to provide faster liquidity and greater resilience.

6. **Trust as the Foundation**

- 6.1. Above all, durable innovation depends on trust between government and private sector operators. Protected collaboration environments

9. Recommendations

SHORT-TERM (Next 90 Days)

1. Formalize ENDEAVOR Governance Structure

- 1.1. Gain a federated agreement on the ENDEAVOR integrated planning model going forward to establish a clear governance model with founding states and sector partners.
- 1.2. Publish a concise document that explains how ENDEAVOR operates, protects sensitive information, and guides collaboration so participants understand expectations, authority, and long-term commitment.

2. Finalize the Use Cases Discussed

- 2.1. Complete the narratives for the Regional Utility Fleet Mustering Points for Crisis Response and the Regional Public/Private Commodity Supply Chain Surge Capacity Use Case and convert it into future project funding proposals for a proof-of-concept demonstrating how ENDEAVOR turns coordination challenges into structured, actionable, multi-state or multi-sector solutions.

3. Create a Rapid Use Case to Project Development Process

- 3.1. Design a simple, repeatable system that converts ideas for potential Use Cases into documented Use Cases and then into structured project proposals that states, local governments or industry can leverage in their planning and budgeting processes with their own partners, vendors, suppliers, utilities, national labs, etc...
- 3.2. Each project proposal should clearly define the problem, stakeholders, solutions, benefits, costs, timelines, etc.
- 3.3. Develop an online ENDEAVOR projects inventory mechanism where approved or pre-approved projects are visible and downloadable for public or private sector use and/or grant / funding efforts.

4. Host Forum for Private Sector Executives and State Directors

- 4.1. Partnering with Edison Electric Institute (EEI), develop a forum for discussion on developing operational level partnerships to coordinate more closely.

MID-TERM (6–12 Months)

1. Host a Mid-Year Virtual Summit

- 1.1. Conduct a virtual mid-year Summit to provide progress updates, review documented use cases, validate project proposals, and identify new issues.
- 1.2. Include state directors, sector leaders, new partner organizations, and working group updates.

2. Assess State-Level Financing and Recovery Efforts

- 2.1. Work with founding member states to explore the current status of parametric insurance programs, disaster bonding authorities, resilience funds, and other financial mechanisms supporting public or individual assistance.

3. Develop a State Private Sector Liaison Guide w/Private Sector

- 3.1. Work with private sector participants to develop a guide to help states establish minimum standards for state PSL (Private Sector Liaison) programs
- 3.2. Support the States in their efforts to continue to develop their PSL programs through ongoing planning of the PSL work group and the ENDEAVOR state level models.

4. Expand Outreach and Strategic Participation

- 4.1. Identify champions within other states and sectors who share the same objectives for innovation and public/private planning and problem solving.

LONG-TERM (12–18 Months)

1. Continue the Use Case Development

- 1.1. Continue the development of Use Cases identified in the initial The Public/Private Crisis Innovation Initiative report: URL: <https://app.typeset.com/play/DYWGN6>

2. Institutionalize the model. Scale nationally.

- 2.1. Plan a 2027 Public/Private Crisis Innovation Summit
- 2.2. Assist states in developing their private sector integration efforts through training, technical assistance, or other methods.

10. Conclusions

The 2026 AHC Public/Private Crisis Innovation Summit was a demonstration of the AHC's core value proposition: bringing together the right people — across sector, geography, and role — to solve problems that neither government nor the private sector can solve alone.

Over two days, participants moved from problem identification to active working prototypes on several distinct use cases, while building the relational infrastructure that makes real coordination possible.

The 2026 Summit occurred at a critical moment. Federal emergency management is in a period of significant structural uncertainty. Climate-driven disasters are increasing in frequency and severity. The private sector's operational capabilities — in logistics, technology, pharmaceuticals, retail, energy, and telecommunications — are expanding faster than government frameworks can incorporate them.

The AHC's 20-year investment in building trust, protocols, and people-centered collaboration positions it as one of the few institutions capable of bridging this gap.

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Thank You CENCORA

The All Hazards Consortium extends its sincere appreciation to Cencora for graciously hosting the 2026 Public-Private Crisis Innovation Summit at its headquarters in Conshohocken, Pennsylvania.

Cencora's exceptional facility provided an outstanding setting for the Summit. The venue offered a beautiful and highly professional environment, complemented by state-of-the-art technology that supported productive dialogue and collaboration among participants. Attendees were also welcomed each day with a thoughtfully arranged catered breakfast and lunch, which further enhanced the overall experience and hospitality extended to summit participants.

The All Hazards Consortium would like to extend special thanks to Robert Crow, Brad Lingenfelter, and the entire Cencora team for their leadership, support, and coordination in making the event possible. Their commitment to strengthening public-private collaboration in disaster preparedness and crisis response was instrumental in the success of the Summit.