

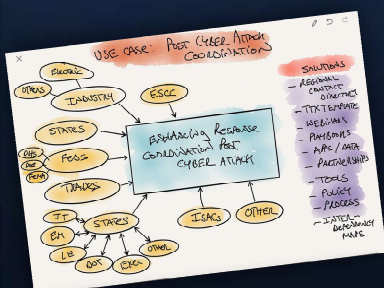


# Facilitation Capabilities

## Making Meetings Matter

### Facilitation Philosophy:

- Have a Clear Vision
- Prove the Final Impacts
- Create trusted environments
- Promote Value Propositions
- Build Consensus
- Leverage Other's Efforts
- Focus on Next Actions
- Show Progress
- Produce Results Quickly
- Keep Commitments



## Introduction

Every year, public and private organizations spend millions of hours and billions of dollars attending meetings. The natural result of many of these meetings without good facilitation is predictable: multiple people expressed multiple opinions about multiple subjects, and with little or clear results, outcomes, or decisions.

Since 2005, the All Hazards Consortium (AHC) has been facilitating meetings, projects, and initiatives across multiple sectors in industry and government.

All of the AHC stakeholders are volunteers and do not have to attend AHC related meetings. The AHC had to develop processes, the communication skills, the partners, and the facilitation capabilities that made its meetings productive, engaging, and many times memorable.

Over the years, the AHC has planned and produced many types of internal and external meetings:

- Board of Directors
- Working Groups
- Orientation Meetings
- Consensus Building
- Planning
- Training
- Exercises
- Decision-making
- Problem-solving
- Projects & Kickoffs
- Feedback and Retrospective
- Brainstorming
- Team-building
- White Paper Development
- Solution Development
- Policy Development
- Governance Development
- Data Standards Development
- Operational Research
- Rapid Prototyping
- Pilot Projects
- Local & National Conferences

## Approach

### Establish Governance & Expectations:

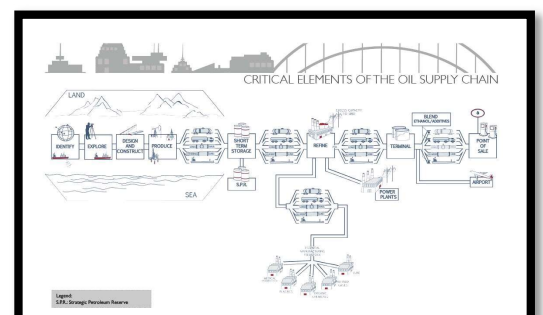
- Establish Steering Committee
- Agree on specific, clearly communicated vision, goals, and objectives for the effort
- Defined the problem and its organizational impacts
- Define the desired outcomes (where applicable)
- Determine the initial stakeholders to be engaged
- Define communications plan

### Plan & Facilitate Meetings:

- Conduct pre-project meetings with key stakeholders
- Develop meeting materials and tools
- Define and invite all stakeholders
- Gain consensus on goals and objectives
- Facilitation of discussions
- Capture all meeting content and discussions
- Create parking lot for future ideas/initiatives
- Ensuring every participant speaks
- Gain consensus on next steps
- Issue meeting summary report
- Issues meeting products: recordings, slides, handouts, transcripts, videos, web-links, etc.

### Gain Consensus On:

- Goals and objectives
- Priorities
- Timelines
- Governance structure
- Future stakeholders
- Communication Plan



API Visual Tools Example:  
Produced by AHC partner, The Clearing

# The AHC Problem Solving Process

Over the past 16 years, the AHC along with its private sector and state government partners have developed a simple problem-solving process referred to as the “use case development process”.

The AHC’s Use Case Problem Solving approach is built upon six (6) steps. The facilitated process is designed to have inclusive, no-fault, FOIA (Freedom of Information Act) protected discussions that produce consensus and agreement on the follow questions:

- 1) **What is the PROBLEM?:** *A single problem per use case*
- 2) **What are the IMPACTS?:** *Across all stakeholder sectors, agencies, divisions, states, etc...*
- 3) **Who are the STAKEHOLDERS?:** *Who are the people who can make/influence decisions on the problem being addresses?*
- 4) **What INFORMATION is needed?:** *Essential information elements*
- 5) **What is the SENSITIVITY of the information?:** *Who can see the information? What needs to be protected?*
- 6) **What are potential SOLUTIONS?:** *What are possible short-, mid- & long-term solutions*



## Problem Selection Criteria

The unique value of the use case approach is expressed in the strategy used to prioritize and select which use case ideas to address and produce results from the stakeholder efforts quickly:

- 1) **Is this Use Case simple or complex?**  
*Complex issues take longer*
- 2) **Will this Use Case produce operational, measurable results?**  
*Results create energy and belief in the process, keeps stakeholders engaged*
- 3) **Can initial results be achieved in 90 days?** *Achieving and communicating quick results is critical for long-term success (e.g. reports, education, partnerships, websites, apps, datasets, work plans, etc.)*

## Solutions Produced

The solutions produced can vary depending on the issues being address by each use case committee. All of these have been produced by the AHC facilitated groups over the years:

- Plans
- Training
- Exercises
- Websites
- Apps and software
- Datasets
- Partnerships
- Standards
- Processes
- Procedures
- Agreements
- Pilot programs
- Research & Development
- Rapid Prototyping
- Digital Outreach
- Workshops & Summits
- Updated Policy
- Federal feedback loops
- Multi-State Grants
- Grant Match Development
- Public/Private Projects



## Feedback

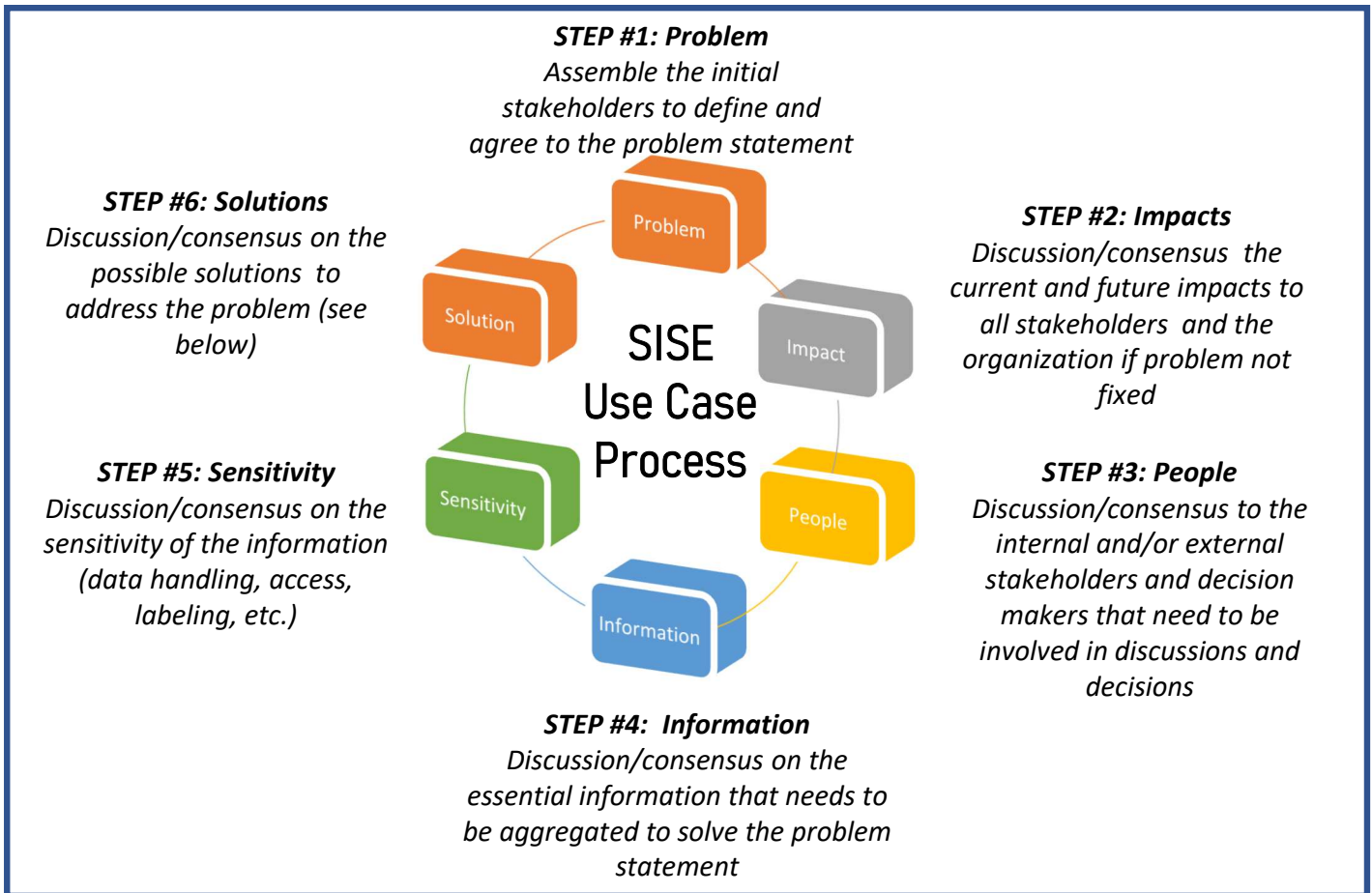
*“The AHC has a unique ability to convene the right people, at the right time, to discuss the tough issues that face multiple stakeholders with varying opinions and perspectives and facilitate them through a process that brings about a common understanding, a new shared perspective, and intent to coordinate their actions towards a common result. This has been proven many times and the results speak for themselves.”*

**Kent Kildow**  
*Executive Director, Physical Security*  
**Verizon**

*“The AHC provides state emergency managers and industry with a safe space to discuss real issues and operational problems. The Use Case development process helps every voice be heard and allows a group to innovate and move quickly to agreements and results which builds the trust between all participants while solving sometimes complex issues that we could not do on our own. The Pre-Staging of Electric Utilities at Walmart Parking Lots Use Case was a great example during Hurricane Florence. Within a few calls industry and government created and tested a process that went live and was recognized by Duke energy leadership as a great innovation that expedited electric power restoration in North Carolina.”*

**Persia Payne-Hurley**  
*Director, BEOC Program*  
**North Carolina Emergency Management**

- Cyber incidents like ransomware attacks are a serious threat
- Aggregating and analyzing information from multiple sources for decision makers is critical
- Fear of exposure of sensitive information or vulnerabilities prevents internal and/or external groups from sharing information with each other
- Executives want to know which cyber incidents need immediate attention along with the potential cascading impacts to internal/external stakeholders if not addressed
- Leaders in government and industry need a trusted, neutral, tiered cyber threat alerting/warning system



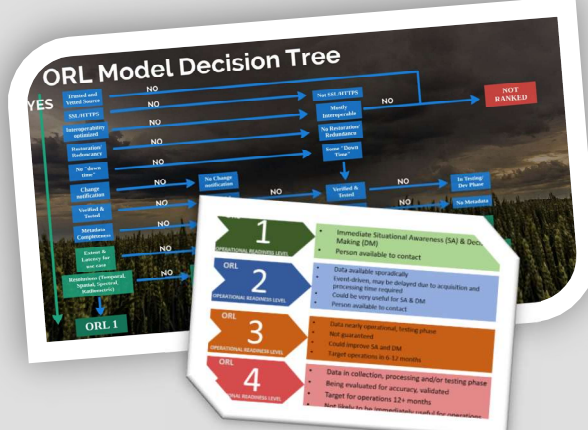
## SAMPLE Potential Solutions:

- 1) Develop a standard process and mechanism to implement a tiered cyber threat alert/warning system that will provide approved government and industry stakeholders with non-specific information about a cyber incident, its traits, magnitude, potential cascading impacts, etc.
- 2) Create and approve a written use case template
- 3) Develop a written federated agreement among stakeholders that address rules, roles, and protection of information and identities
- 4) Create a plan to develop, test and operationalize the solution within 6 months
- 5) Conduct a tabletop exercise to test the processes, plans, procedures, tools, etc...
- 6) Create executive briefs to keep executives informed of progress
- 7) Develop visual tools to help decision makers quickly make decisions to take actions

## Operational Results:

- 1) Identify cyber threats sooner
- 2) Reduce overall cyber risks & impacts
- 3) Broaden cyber situational awareness
- 4) Reduce fear and distrust among stakeholders
- 5) Information is exempt from FOIA (via the AHC/SISE protections)
- 6) Enhance unity of effort for cyber threat detection
- 7) Better informed decision making
- 8) Increase critical infrastructure resilience





ORL Data Confidence Standard Produced by AHC GIS Work Group

Modernizing Transportation Restrictions Policy for Empty Trailers in PA Produced by AHC/Endeavor Work Group

## Case Studies and Results

### Data Confidence Standards Development (2018)



**Problem:**

- Government and industry needed a common reference to determine the operational readiness of data for decision making during disasters. No GIS data standard existed.

**Impact:**

- Without a data confidence standard, industry in government could not effectively share information with confidence, which delays decision-making, and slows down operational processes, causes confusion, and creates mistrust.

**People Involved:**

- Multiple states, multiple sectors from industry, trade associations, and federal agencies.

**Information Needed:**

- Common factors to determine data quality and confidence
- Research on existing standards that could be leveraged

**Sensitivity of Information:**

- None of this information was sensitive or proprietary

**Solution(s):**

- The Operational Readiness Level (ORL) standard was created and adopted by the public and private sector members of the SISE working group
- A federated agreement around the ten criteria used to determine data confidence
- An education and training campaign was developed that included webinars, training videos, workshops, and handouts
- An outreach campaign was developed implemented to foster adoption of the ORL standard across other GIS based organizations
- Developed ORL data confidence standard visualization tools (using the ESRI Survey 123 app) and labels to be used in all SISE information products were applicable
- Reduced decision-making time by 50% based on feedback from 2020 hurricane season

### Modernizing of State Transportation Restriction Policy (2019)



**Problem:**

- State transportation policies and restrictions grounded empty tractor-trailers during winter events due to high accident ratings

**Impacts:**

- Supply chain trucks were grounded until the state lifted the restrictions. This caused delays and cascading supply chain impacts across multiple states and sector.

**People Involved:**

- State emergency management, law enforcement, transportation agencies
- Private sector supply chain stakeholders from power, food, fuel, packaging, manufacturing, delivery, etc.

**Information Needed:**

- Private sector needed a clear understanding of the purpose & processes behind the policy
- State agencies needed a clear understanding of the commercial impacts when policy was enacted
- Both needed to discuss possible options to maintain safety while at the same time improve supply chain communications, coordination, and truck movements

**Sensitivity:**

- For operational use only, not public

**Solution(s):**

- A federated agreement was reached that included updated policy language as well as an agreement of a minimum weight ballast to be maintained in trailers that would allow them to be on the roads during weather restrictions
- Training sessions were conducted to explain the new policy and the 30% of trailer weight ballast agreement along with enforcement guidelines
- A pilot program was conducted and two years later this policy became permanent policy via a state legislative vote

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