

TABLE OF CONTENTS

2025 Year in review _____	3
A Quick Note from the Leadership Team _____	3
Overview _____	4
Session Summaries _____	5
Session #4- March 25 _____	5
Session #5- June 24 _____	5
Session #6 - August 26 _____	5
Session #7 - October 28 _____	6
Conference Meeting - November 18 _____	6
Session #8 - December 9 _____	7
Charter Development Highlight _____	8
Consortium Achievements _____	10
Looking Ahead _____	11
Administrative Information: _____	11

2025 YEAR IN REVIEW

A Quick Note from the Leadership Team

As we reflect on 2025, we are incredibly proud of the momentum, engagement, and collaboration that continue to shape the Critical Infrastructure Consortium (CIC). What began as a shared recognition of a gap between emergency management and the broader critical infrastructure community, has grown into an active, engaged forum bringing together practitioners from across sectors and jurisdictions.

This year marked an important step forward in strengthening that bridge. Through meaningful discussions, strong participation, and the development of our formal CIC Charter, we have continued laying the foundation for a sustainable, inclusive space that supports coordination, shared learning, and real-world preparedness. The enthusiasm and commitment shown by our members confirm the need for this work and the value of creating a home within the International Association of Emergency Managers for critical infrastructure professionals.

Looking ahead, we remain committed to closing emergency management and protection gaps that exist across the critical infrastructure community. The challenges facing critical infrastructure are complex and evolving, and they demand collaboration, trust, and sustained engagement. We are excited about what lies ahead and grateful to everyone who has contributed their time, expertise, and energy to making the CIC a success.

Thank you for being part of this growing community and for helping move this mission forward.

Greg Vernon, CEM (Chair)

Ali Lampson, CEM (Co-Chair)

Sarah Moore, CEM

Josie Ross, CEM



OVERVIEW

The International Association of Emergency Managers (IAEM) Critical Infrastructure Consortium (CIC) continued to build momentum throughout 2025, fostering collaboration between emergency managers, critical infrastructure owners and operators, and private sector partners. Building on the foundation set in 2024, the CIC held quarterly “Blitz” sessions that brought together diverse perspectives, strengthened relationships, and shared best practices for advancing resilience across all sectors.

This year, the CIC hosted a total of five sessions and held its first IAEM Annual Conference meeting. These events have led to the engagement of over 400 participants from federal, state, local, and private organizations throughout the year.

This document is designed to highlight the amazing work, collaboration and success of the CIC in 2025.



The screenshot shows the IAEM website's navigation menu with options like ABOUT, CERTIFICATION, EVENTS, RESOURCES, GROUPS, NEWS, JOBS, DASHBOARD, JOIN, and KNOWYOUREM. The main content area is titled "Critical Infrastructure Consortium" and features a sidebar with expandable categories: Councils/Global Regions, Global Board, Commissions, Canadian Committees, Canada Regions, Student Membership, USA Committees, USA Caucuses, USA Regions, and Ad Hoc's And Consortia. The "Ad Hoc's And Consortia" category is expanded to show the "IAEM-USA Critical Infrastructure Consortium" page. This page lists the Consortium Co-Lead Greg Vernon, CEM (CriticalInfrastructure@iaem.com), another Co-Lead Ali Lampson, CEM (CriticalInfrastructure@iaem.com), Board Liaison Joe Leonard, CEM (USARegion6President@iaem.com), and Staff Liaison Chelsea Steadman, MS (Chelsea@iaem.com). A descriptive paragraph explains that the consortium is an innovative initiative for collaboration and resilience across the critical infrastructure spectrum.

Picture 1: Screenshot of IAEM CIC website. Full website link can be found at the end of this document under “Administrative Information”.



SESSION SUMMARIES

Session #4– March 25

Session Highlight: For the first session of 2025, a fourth overall session of the CIC, had Cybersecurity and Infrastructure Agency’s (CISA) Partnership Branch Chief, *Robert Nadeau*, present on CISA’s private sector engagement mission. *Cathy Clark* and *Paul Ebel* highlighted FirstNet’s Government Working Group, overall mission in participating in the group and educated participants on FirstNet capabilities. Finally, in the spirit of IAEM collaboration, several IAEM-USA Caucus’ Chairs (Energy Caucus, K-12 Education Caucus and the Healthcare Caucus) present on their mission, goals, and objectives, giving CIC participants a chance to learn about other opportunities to volunteer and continue supporting collaboration in the field of critical infrastructure.

Participants: 135

Session #5– June 24

Session Highlight: The CIC welcomed *Brad Milliken*, Maritime Director at Global Support and Development, who shared insights on his organization’s work supporting Caribbean communities following major disasters. His presentation highlighted innovative approaches to maritime logistics, public-private coordination, and the importance of pre-established partnerships for international disaster response.

Participants: 98

Session #6 – August 26

Session Highlight: *Kate Murphy*, Emergency Management and Preparedness Manager for the Metropolitan Washington Airports Authority, discussed her role during the January 29, 2025, mid-air collision between American Airlines Flight 5342 and US Army-Black Hawk helicopter. Kate offered lessons learned on coordination, communication, and recovery operations at major transportation hubs.

Participants: 88



Session #7 – October 28

Session Highlight: This session featured several distinguished speakers from across the critical infrastructure and emergency management community:

- *Dusti Lowndes*, Director of Emergency Management, DC Water, discussed her work with the Water Sector Coordinating Council, ongoing initiatives to enhance sector-wide collaboration and discuss the policy issue of elevating water within the EFS#3.
- *Julie Kay Roberts*, President and Founder of the Private Sector Emergency Management Association (PSEMA), introduced the association's mission and shared opportunities for professionals to get involved.
- *Carrie Gonzales*, Senior Emergency Management Specialist, Virginia Department of Emergency Management (VDEM), presented the Family Assistance Consortium concept and invited participants to engage as it continues to grow.
- *Ivelisse Cassas*, Director of Security, DC Water, spoke to evolving critical infrastructure physical security practices and how her team is adapting to resource constraints and competing operational priorities.

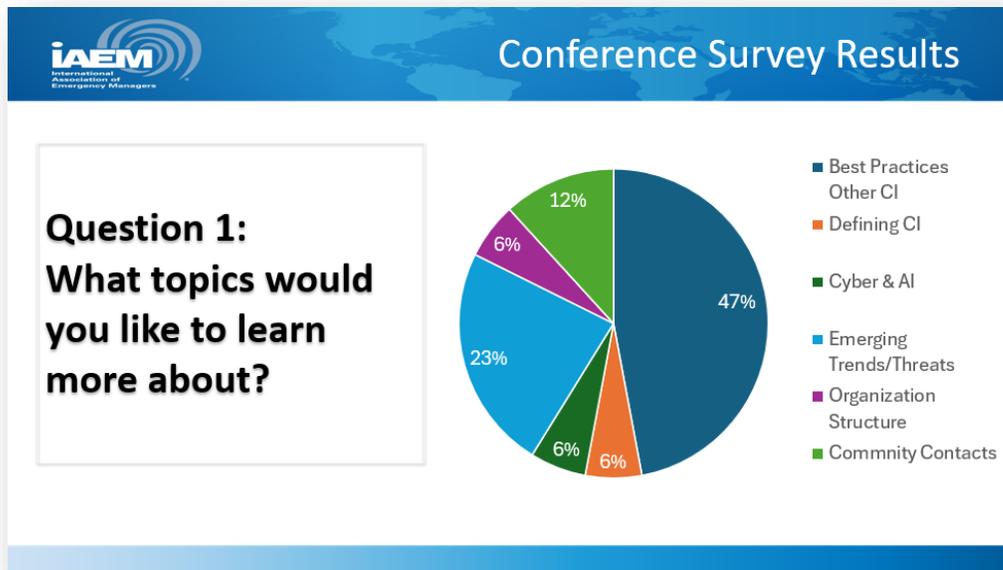
Participants: 44

Conference Meeting – November 18

Meeting Highlight: On November 18, the CIC held its **first** meeting at the IAEM Annual Conference. Participants were a mix of in-person and virtual. The meeting focused on reflecting on accomplishments from 2025 to date and providing an update on the CIC formal charter, which had been submitted to the USA Board for review and approval. Participants also took part in an interactive discussion and survey to help identify priorities, goals and focus for 2026. The survey consisted of three questions designed to inform future planning and activities.

Participants: 26





Picture 2: Screenshot from December presentation. This slide showcases what CIC members are interested in learning about in 2026. Participants in the November meetings were asked to participate in an interactive survey.

Session #8 – December 9

Session Highlight: The final CIC session for 2025, focused on increasing member engagement, reviewing results from the Conference survey, and highlighting opportunities for involvement in CIC activities.

A featured panel on FIFA World Cup preparedness provided insight into the scale and importance of planning for major global events. Panelists Irish Hancock, Emergency Management Administrator, Arlington, Texas and Alison Belcher, Houston Urban Area Security Initiative Program Manager, Houston, Texas shared perspectives on the level of coordination, preparedness, and security emphasis required to support an event of this magnitude, reinforcing the value of early and sustained planning.

Participants: 70



CHARTER DEVELOPMENT HIGHLIGHT

In November 2025, the CIC finalized and submitted its formal Charter to the IAEM-USA Board for review and endorsement. Once endorsed, the charter will be posted to the official CIC website for participants and interested parties to view.

The Charter establishes the consortium's purpose, governance structure, and operating framework, formally defining the CIC as a cross-functional forum supporting collaboration across all 16 critical infrastructure sectors. Key highlights of the Charter include:

- **Defined mission and vision** focused on advancing resilience, preparedness, response, and recovery through collaboration and information sharing across the critical infrastructure community.
- **Clearly defined leadership roles and responsibilities**, including administration, coordination, roster management, and curriculum planning to support consistent operations.
- **Established bi-monthly meeting structure and format**, including administrative updates, presentations, and interactive discussion to support sustained engagement.
- **Formalized communication and document management processes**, using IAEM platforms to support transparency, continuity, and institutional knowledge.
- **Defined governance and review process**, ensuring alignment with IAEM policies and requiring periodic charter review and reauthorization to support long-term sustainability.





INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS

CRITICAL INFRASTRUCTURE CONSORTIUM CHARTER

November 2025

I. Name

The name of this group shall be the International Association of Emergency Managers (IAEM) - USA Critical Infrastructure Consortium.

II. Background & Purpose

Over the last decade, the emergency management profession in critical infrastructure entities has grown significantly due to constant risk and the need to prepare and protect essential facilities and assets. This rise of critical infrastructure emergency management highlighted the need for IAEM to coordinate beyond the Federal Emergency Management Agency (FEMA) and to work closely with other federal agencies, such as the Cybersecurity and Infrastructure Security Agency (CISA), and advocacy groups to support emergency management development, coordination, and information

Picture 3: The CIC leadership team drafted and submitted a charter for the IAEM-USA Board's consideration. This is a quick example of the document submitted.



CONSORTIUM ACHIEVEMENTS

In 2025, the CIC played a key convening role in strengthening national collaboration across the emergency management and critical infrastructure security communities. The CIC helped facilitate a Memorandum of Partnership between the IAEM and the National Council of Information Sharing and Analysis Centers (ISACs), formalizing a shared commitment to information sharing, coordination, and engagement between emergency managers and intelligence professionals. This partnership represents a significant step forward in bridging public-sector emergency management and private-sector critical infrastructure security efforts.

To continue supporting the different critical infrastructure sectors, the CIC has established a sector liaison program. This program currently consists of 6 subject matter experts from 5 different CI sectors. These liaisons are IAEM members in good standing and are involved in all CIC planning efforts.

The overall Consortium concept has been adopted by two other entities, including the Family Assistance and the Homeland Security and Defense. These opportunities highlight IAEM's ability to partner with people outside the field of emergency management, which will strengthen the entire profession as it continues to face more emerging and dynamic threats and challenges.

In addition, the CIC also continued to strengthen its visibility and identity within the IAEM community. For the first time, CIC members were recognized with dedicated CIC conference membership badges at the IAEM Annual Conference, reinforcing the CIC's growing presence and providing a tangible marker of engagement for members, partners, and stakeholders across disciplines.



LOOKING AHEAD

The CIC will continue to expand its reach and refine its focus areas for 2026. Building on this year's success, the committee aims to:

- Strengthen collaboration between IAEM, CISA, and private sector partners.
- Support the growth of critical infrastructure caucuses within IAEM.
- Provide more opportunities for peer exchange and case study discussions.
- Highlight dependencies and resilience-focused innovation across sectors.

With an engaged membership and a clear strategic direction, the CIC remains committed to advancing resilience, sharing knowledge, and connecting professionals who safeguard the systems that sustain our communities.

Administrative Information:

Email: CriticalInfrastructure@iaem.com

Website: <https://www.iaem.org/Groups/Ad-Hocs-and-Consortiums/Critical-Infrastructure-Consortium>

