Emerging Threats: The importance of Interagency Coordination
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Emerging Threats: The importance of Interagency Coordination

Joint interagency coordination is incredibly important but difficult work that is often hampered by differences among team members and an absence of clear and focused performance measures. Successful interagency teamwork remains elusive across many jurisdictions. This session examines interagency coordination in relation to Jurisdictional Authorities and Emergency Response Planning.

Clearly, the world is getting more dangerous and unpredictable, and not just within the traditional paradigms of public safety but emerging public health and medical threats and increased natural and manmade disasters (hurricanes, earthquakes, oil spills, refugee crises, and so forth) around the country.

Many here today have responded to these events by typically leveraging our limited resources through various agreements, mutual aid, or unified commands. These challenges often tax our skills, resources and require a continued commitment to preparedness, capability based planning and stakeholder engagement.
Define: Cooperation V. Coordination

- **Cooperation** is characterized by informal relationships that exist without any commonly defined mission, structure, or planning effort. Information is shared as needed, and authority is retained by each organization.

- **Coordination** is characterized by more formal relationships and understanding of compatible missions. Some planning and division of roles are required, and formal communication channels are established with clearly defined levels of authority.
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Significant Disasters in 2016

- Emergency Management – Floods, Tornado, and Hurricanes
- Fire Service – Wildfire and Hazardous Material Incidents
- Law Enforcement – Active Shooter and Civil Unrest
- Public Health and Medical – High Consequence Diseases (Zika) – Contaminated Water
The incidents previously noted are not isolated disasters/incidents but disasters/incidents every community/region must be prepared to respond and recover from.... These types of disasters/incidents require unified commands and interagency coordination to achieve successful outcomes.

A primary question is: Is it assumed we can effectively respond and recover to these incidents or do we engage relevant stakeholders in planning and exercises?
Most jurisdictions/regions complete a Hazard Vulnerability Assessment/Risk Assessment to establish probable impacts and operational assumptions in which a hazard specific planning scenario is developed.

The true challenge are the next steps....engaging stakeholders to discuss capabilities and develop planning.
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HVA Next Steps
Stakeholder Engagement:

Preparedness efforts must be enhanced to ensure all stakeholders have a common understanding of legal implications, roles, responsibilities, and response planning based on operational capabilities.
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Operational Capabilities

- Activation and Notification of personnel (time to notify – response time – expected response rate)
- Mobilization of Resources (time to stage – ready - deploy)
- Establish Key Operation Areas (time to stage – equip – brief – open)
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Engaging Stakeholders at the National, State, Region or Local Level requires facilitated discussion to ensure the discussion can:

- Focus on topic
- Validate responses (sharing of plans, SOP, etc.)
- Identify planning gaps and formal communications channel
- Ensuring all disciplines are represented
- Communicate findings to all
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Planning and Preparedness activities must plan for worst case scenarios. The identification of planning gaps is crucial to developing operational plans.
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All emergencies are local.....

Today, more then ever before:

- Response and recovery operations to protect our communities are complex and pose significant challenges
Public and Private Sector Collaboration

- A disaster resilient community is one that works together to understand and manage the risks that it confronts. Disaster resilience is the collective responsibility of all sectors of society, including all levels of government, business, the non-government sector and individuals. If all these sectors work together with a united focus and a shared sense of responsibility to improve disaster resilience, they will be far more effective than the individual efforts of any one sector.
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<table>
<thead>
<tr>
<th>Role of business</th>
<th>Role of individuals</th>
<th>Role of non-government organizations and volunteers</th>
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<tr>
<td>Businesses can and do play a fundamental role in supporting a community's resilience to disasters. They provide resources, expertise and many essential services on which the community depends. Businesses, including critical infrastructure providers, make a contribution by understanding the risks that they face and ensuring that they are able to continue providing services during or soon after a disaster.</td>
<td>Disaster resilience is based on individuals taking their share of responsibility for preventing, preparing for, responding to and recovering from disasters. Disaster resilience of people and households is significantly increased by active planning and preparation for protecting life and property, based on an awareness of the threats relevant to their locality. It is also increased by knowing and being involved in local community disaster or emergency management activities.</td>
<td>Non-government and community organizations are at the forefront of strengthening disaster resilience. These agencies and organizations is critical to helping communities to cope with, and recover from, a disaster. Government must find practical ways to strengthen disaster resilience in the communities they serve.</td>
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Foundations of Inter-Agency Coordination

A commitment to inter-agency coordination will help to achieve desired end states by facilitating cooperation in areas of common interest or avoiding unintended negative consequences when working in the same space as other stakeholders.
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Government entities facing significant emergencies must be able to coordinate response and recovery missions across a range of operations, with each type of operation involving different communities of interests and structures.

- This is especially significant when multiple jurisdictional authorities have considerably different governing structures and stakeholders.
- During pre-event planning discussions with jurisdictional authorities and relevant stakeholders can identify strengths and gaps regarding Responsibility, Authority and Expertise (RAE)
- Most importantly all participants can gain a common understanding of operational capabilities resources, capabilities and response challenges.
Inter-Agency organizational coordination aids in this by enabling participants to do one or more of the following:

- Facilitate Unity of Effort.
- Achieve Common Objectives.
- Provide Common Understanding.
- The Need for Unity of Effort
- Coordinating Efforts Providing Strategic Direction.
Facilitate Unity of Effort.

Achieving strategic objectives requires the effective and efficient use of planning, information, intelligence, resources, and economic instruments of the jurisdictions by inter-agency coordination.
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**Provide Common Understanding.**

- Inter-agency coordination is critical to understanding the roles and relationships of participating jurisdictional commands and relevant stakeholders as well as their interests, equities, and insight into the challenges faced.

- Such common understandings will be essential to enable stakeholders to operate effectively in the same space, identifying opportunities for cooperation and avoiding unnecessary conflict.
Achieve Common Objectives.
Successful inter-agency coordination enables the Jurisdiction to develop varied support, conserve resources, and conduct coherent operations that more effectively and efficiently achieve common objectives.
The Need for Unity of Effort

- Meeting the challenges of current and future operations requires the concerted effort of all jurisdictional agencies and civilian organizations.

- Problems arise when each Jurisdictional authority interprets relevant policy guidance differently, sets different priorities for execution, and does not act in concert. Consequently, there is a need to conduct integrated planning to effectively employ the appropriate response and recovery elements.
Objectives

1. Establish a clear chain of command and coordinate their response
2. What can be done prior to an event to minimize the risk of harm to persons and the destruction of property
3. What are the best ways to diffuse a situation before it escalates into a severe and highly disruptive crisis
4. Identify the commitment level of stakeholders
These objectives, along with other disaster response challenges, must be explored and debated.

These discussions are designed to equip service leaders (Command Personnel) with the resources and skills to produce an effective response during complex, multi-jurisdictional and multi-agency events.

Ensure topics related to disaster preparedness, response, and recovery, as well as strategies to promote interagency coordination and unified command.
Participant Questions and Discussion

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