Interagency Coordination
Presented for MORS Interagency Perspectives, Issues & Analysis

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Concepts and Technology
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Interagency Coordination

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Interagency Meeting This is an online meeting held 9-10 February 2010.
Agenda

• Interagency Coordination; what is it and why we do it
• Agency representatives
• NORAD-USNORTHCOM; how we conduct interagency coordination
• Haiti experience
• Take away; bottom line
Interagency Coordination; What & Why

- Agencies work together to achieve a common goal
  - challenge with how we work together and how we achieve our goals
- 21st Century challenges are far too complex for any one department/agency – at any level of government
- Interagency diversity – cultural differences, hierarchy, biases, and misperceptions - unity of effort a challenge
- In decision-making, non-DOD Departments/Agencies rely more on cooperation and consensus building
- Understanding plans, capabilities and limitations of other stakeholders is key to building your own plan
- Coordinate, collaborate, integrate, synchronize…

NORAD-USNORTHCOM operates in a complex interagency environment
• Interagency Coordination
  • Talk with Federal agencies
  • Generally work with other stakeholders; size and scope drive type of engagement activities

• N-NC Interagency Coordination Directorate
  • Mission: Facilitate the anticipation, integration and synchronization of Interagency activities to ensure mutual understanding and unity of effort

• N-NC Joint Interagency Coordination Group (JIACG)
  • Supports routine operational planning & initiatives; day to day
  • Membership includes agency reps, N-NC staff, subordinates

• Interagency Coordination Center (ICC)
  • Battle Cell; support contingency operations and exercises
  • Primary product: JIACG Assessments
IC sent 6 individuals to SOUTHCOM in support of their J9/Partnering Division (15-27 Jan)
  • Including HHS agency rep, IC Director, and representation from our Operations, Law Enforcement, Plans and Preparedness, and Private Sector/NGO divisions

Objective of NC Interagency visit:
  • Augment the Partnering Directorate/J9, as needed.
  • Observe and provide input on interagency processes which can assist the COCOM Cdr and staff with visibility of interagency activities.
  • Assist in operationalizing the Partnering Directorate/J9.
What They Did

• Developed succinct interagency products for dissemination with the various directorates, planning cells, and briefings. (Integrate)

• Consulted agency reps and provided advice on various interagency processes, procedures, cultures, and techniques. (Educate)

• Influenced and encouraged the Partnering Directorate/J9 to establish a JIACG type body to share relevant and time-sensitive information between the participating agencies. (Operationalize)

• Applied the “so what” to agency activities and future agency planning efforts.
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The equation we are missing ?:
281K to location X + no roads + 96 CAIs = ARFA = Y

“Battling the CNN effect?”
Dashboard Product
DOS: Responsible for protection or evacuation of U.S. citizens and nationals abroad; policies and provisions for assistance to displaced persons and refugees abroad (EO12656)
CBP: Designated 9 civ airports for returning AMCITs; Office of Field Ops responsible for in-processing AMCITs; processed & released to HHS; illegals turned over to ICE
HHS: Tasked to develop plans and procedures for assistance to U.S. citizens evacuated from overseas (EO 12656); responsible for arranging through state agencies for the reception, temporary care, and transportation to the final destination (relies on state to carry out operational responsibility)
ICE: Once an individual arrives in the U.S., CBP determines if the individual is an illegal. If so, that individual is turned over to ICE. ICE will detain or remove individual.
DHS: HSTF-SE and CBP are DHS leads for Haiti response planning and operations
DOD: Advise/assist DOS and other agencies in planning for protection, evacuation, and repatriation of AMCITs in threatened areas overseas (EO 12656)

Issues
- No decision on Legal Permanent Residents. US Citizenship Immigration Service (USCIS) verifies status and provides transportation letter to enter the U.S.
- DOS reporting that they do not expect many more AMCIT evacuations
- Availability of commercial airline transportation
Perceived GAPS

1. Assets for transportation of AMCITs; HHS or state lacking capacity
2. Challenges in coordination between agencies; international level to state level
3. Mass or controlled movement of Haitians to U.S.
4. Return of AMCITs to Homestead; no infrastructure in place to process AMCITs; is there still a DOD requirement to support?

Agency Goals to Close GAPS

1. Agreements with states, contracts in place for request of DOD transportation; HHS granted $25M to pay for repatriation; FL will bill HHS for reimbursement
2. State EOC facilitating coordination issues at their level; Federal agency LNOs embedded with the state (either at HSTF-SE or state EOC); DHS POG recommending DHS assume overall coordination role
3. HSTF-SE, ICE and CBP continue to plan for OVS implementation
4. CBP and HHS are present at Homestead; DOD proposal to fly only to Orlando - Sanford
Take-Aways

• Need for the COCOM to be strategic, yet agile enough to be operational
• Need for an “operational” component to address the interagency
• Given NORTHCOM’s relationship with Mexico, Bahamas, Turks, Caicos, and Canada, NC needs internalize lessons of Haiti in the anticipation of support to these other nations
• Primary emphasis should be focused on providing support to the international lead/primary agency (USAID/OFDA) vice our normal domestic JFO/FCO construct.
Interagency ; An Operational Art

UNCLASSIFIED

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Interagency ; An Operational Art

ICO monitors daily SITREPs and reports.

Full Scale Ops (Hurricane Katrina or Ike, 9-11 type incidents) - ICG activated 24/7; interagency partners & NC subordinates participate in JIACG assessment.

Incident grows – ICO supported by remaining IC Divisions; ICG activated for surge ops 16-20 hours/day (minor hurricane or TS, WFF); JIACG assessments continue.

Minor incident (floods, MN bridge collapse, tornado) – JIACG assessment provided by ICO personnel/agency reps.
In Closing

• Interagency is a complex operating environment
• Open your aperture to include all agency partners
• Need to always ask who else needs to know…
• Pass out your business card before an event
When You Need a Friend, It Is Too Late to Make One!