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# *Interagency Coordination*

*Presented for MORS Interagency Perspectives,  
Issues & Analysis*

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# *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**

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## *Interagency Coordination; What & Why*

- **Agencies work together to achieve a common goal**
  - challenge with how we work together and how we achieve our goals
- **21<sup>st</sup> 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**

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# *NORAD-USNORTHCOM; How*



- **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

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## *N-NC IC Support of SOUTHCOM*

- **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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## *Progress*

Measure	a/o 5 Feb	Total DOD to Date	Units
Sorties Flown	48	2,334	
Flight Hours	56	1,285	
MEDEVACs	6	476	
Surgeries performed	?	500	
Total Cargo	122	845	tons
Water	30,028	1,058,086	bottles
Food	281,564	1,408,738	meals
Medical Supplies	375	43,090	lbs
Support Equipment	-	75	tons
Handheld radios	8,000	59,600	
Other Cargo	2	36	



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## *Progress to What?*

Measure	a/o 5 Feb	Total DOD to Date	Units
Sorties Flown	48	2,334	
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MEDEVACs	6	476	
Surgeries performed	?	500	
Total Cargo	122	845	tons
Water	30,028	1,058,086	bottles
Food	281,564	1,408,738	meals
Medical Supplies	375	43,090	lbs
Support Equipment	-	75	
Handheld radios	8,000	59,600	
Other Cargo	2	36	

**“Battling the CNN effect?”**

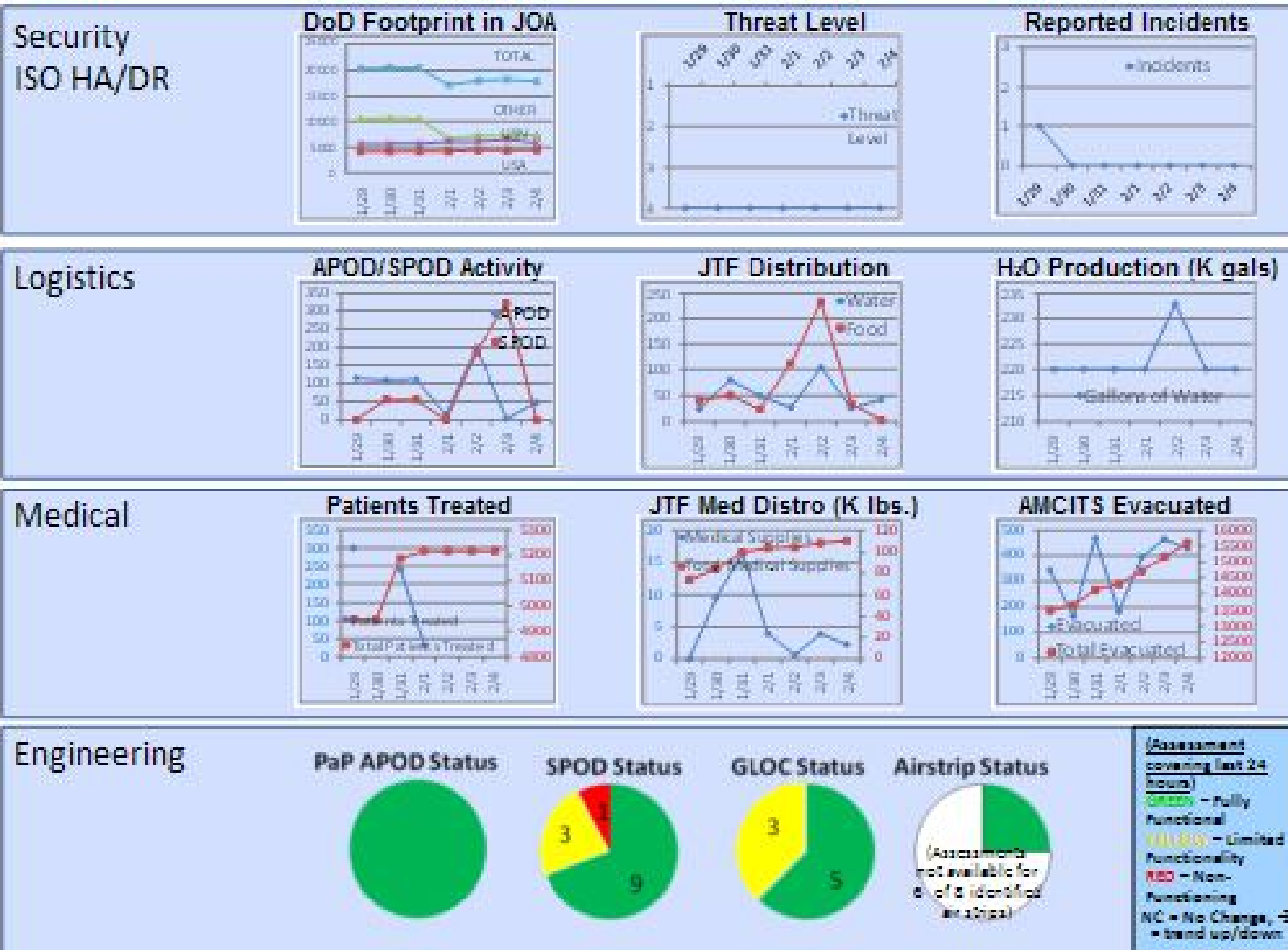
The equation we are missing ?:

281K to location X + no roads + 96 CAIs = ARFA = Y



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# Dashboard Product



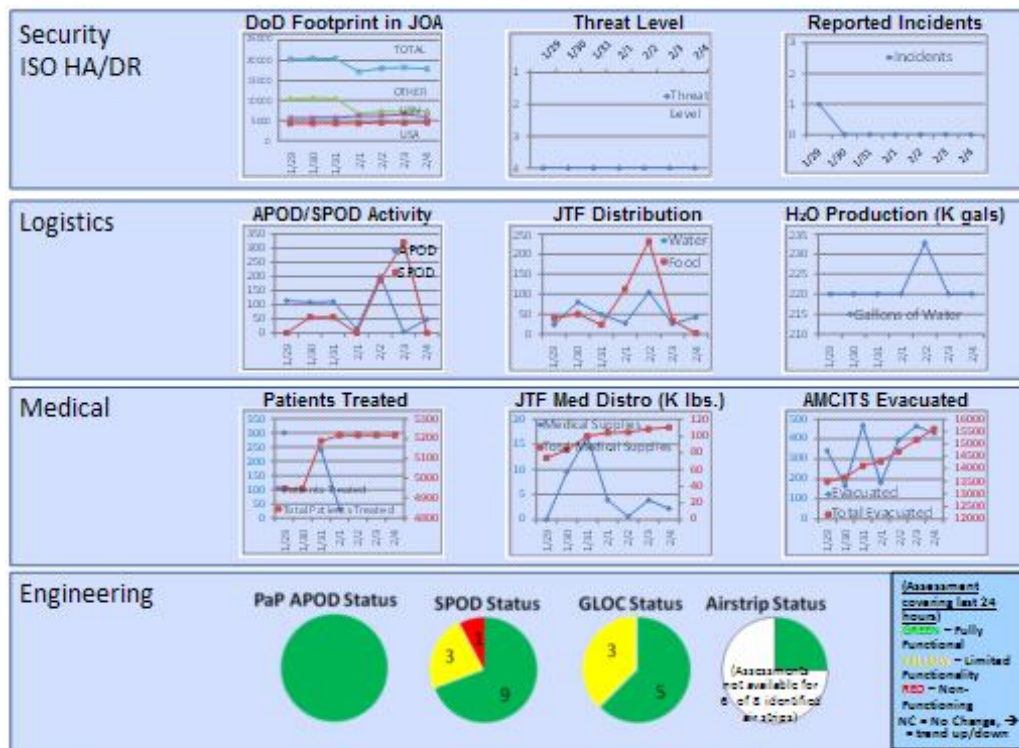
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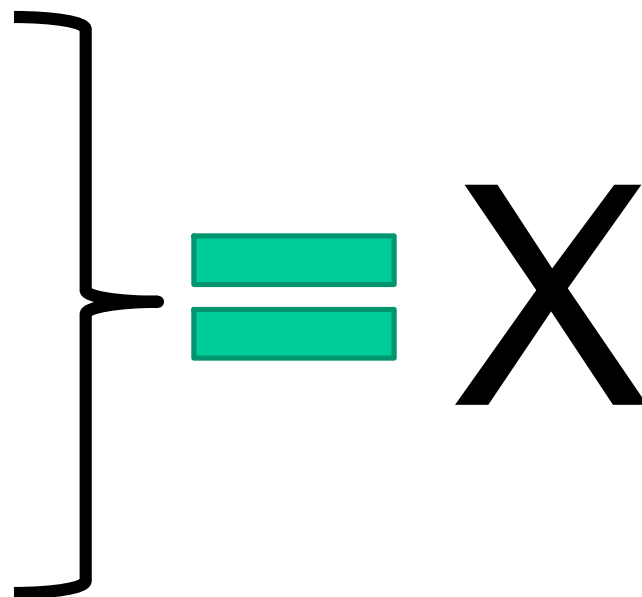
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# Dashboard Product



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REAL WORLD  
As of 29 Jan 2010 (1400 MST)

# AMCIT Return

## Agency Operations

- 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 ^ Office of Field Ops responsible for in-processing AMCITs; processed & re^ illegals turned over to ICE
- HHS: Tasked to develop plans and pr ^ assistance to U.S. citizens evacuated from overseas (EO 12656) for arranging through state agencies for the reception, temporary ^ and transportation to the final destination (relies on state ^ national responsibility)
- ICE: Once an individual a ^ U.S., CBP determines if the individual is an illegal. If so, that individual is ^ 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



REAL WORLD  
As of 29 Jan 2010 (1400 MST)

# Perceived GAPS/Assessment

## 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 US
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, request of DOD transportation; HHS granted \$25M to pay for transportation; 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.**



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# *Interagency ; An Operational Art*

Incident grows – ICO supported  
by remaining IC Divisions. ICO  
activated  
hours/day (1

Scale Ops

or  
nts) -

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



- **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**



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## *N-NC/IC Bumpersticker*

***When You Need a Friend, It Is  
Too Late to Make One!***