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712CD

For office use only 41205

21-23 June 2005, at US Military Academy, West Point, NY

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Original title on 712 A/B: **Lesson Learned: Interagency Coordination is Critical**

Revised title: **Lesson Learned: Interagency Coordination is Critical**

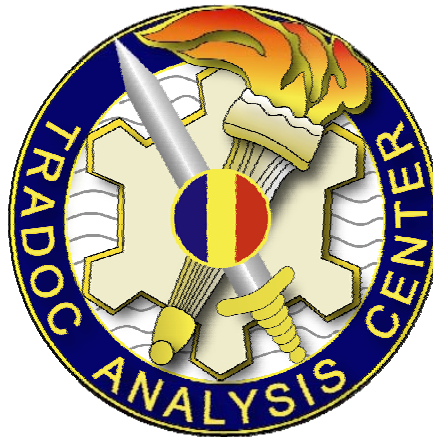
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1. REPORT DATE 22 JUN 2005		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE Lesson Learned: Interagency Coordination is Critical				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) TRAC-WSMR ATTN: ATRC-WS (AST, Inc) Building 1400, Martin Luther King Drive WSMR, NM 88002				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES See also ADM201946, Military Operations Research Society Symposium (73rd) Held in West Point, NY on 21-23 June 2005 . , The original document contains color images.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT UU	18. NUMBER OF PAGES 13	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

Lesson Learned: Interagency Coordination is Critical

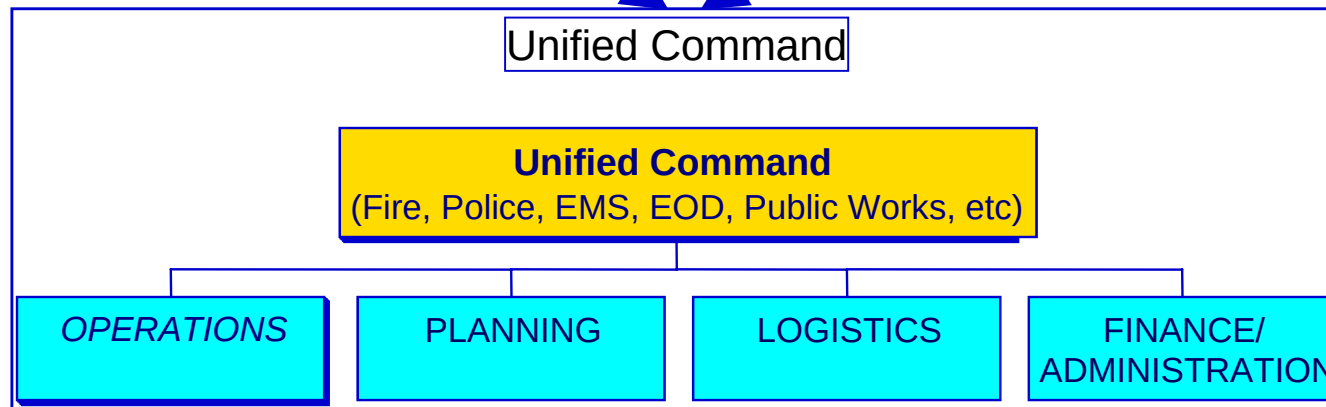
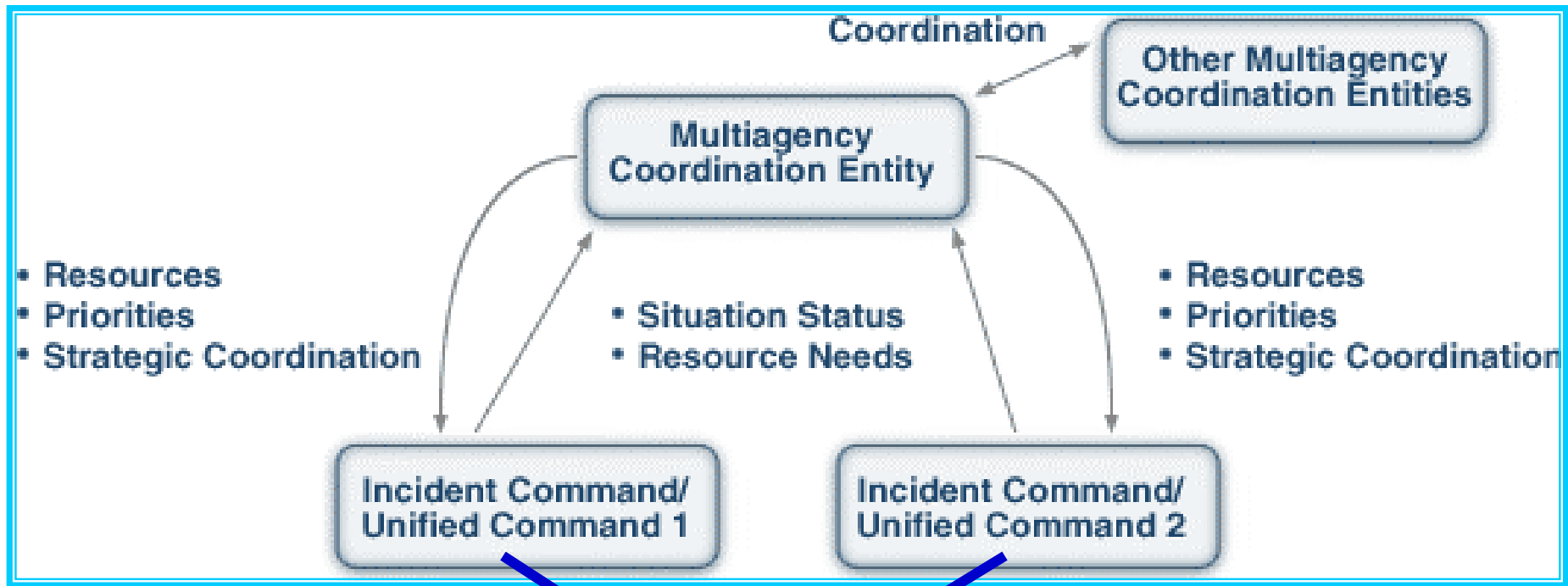


Presented at
73rd Military Operations Research Society Symposium
West Point, New York
June 21-23, 2005

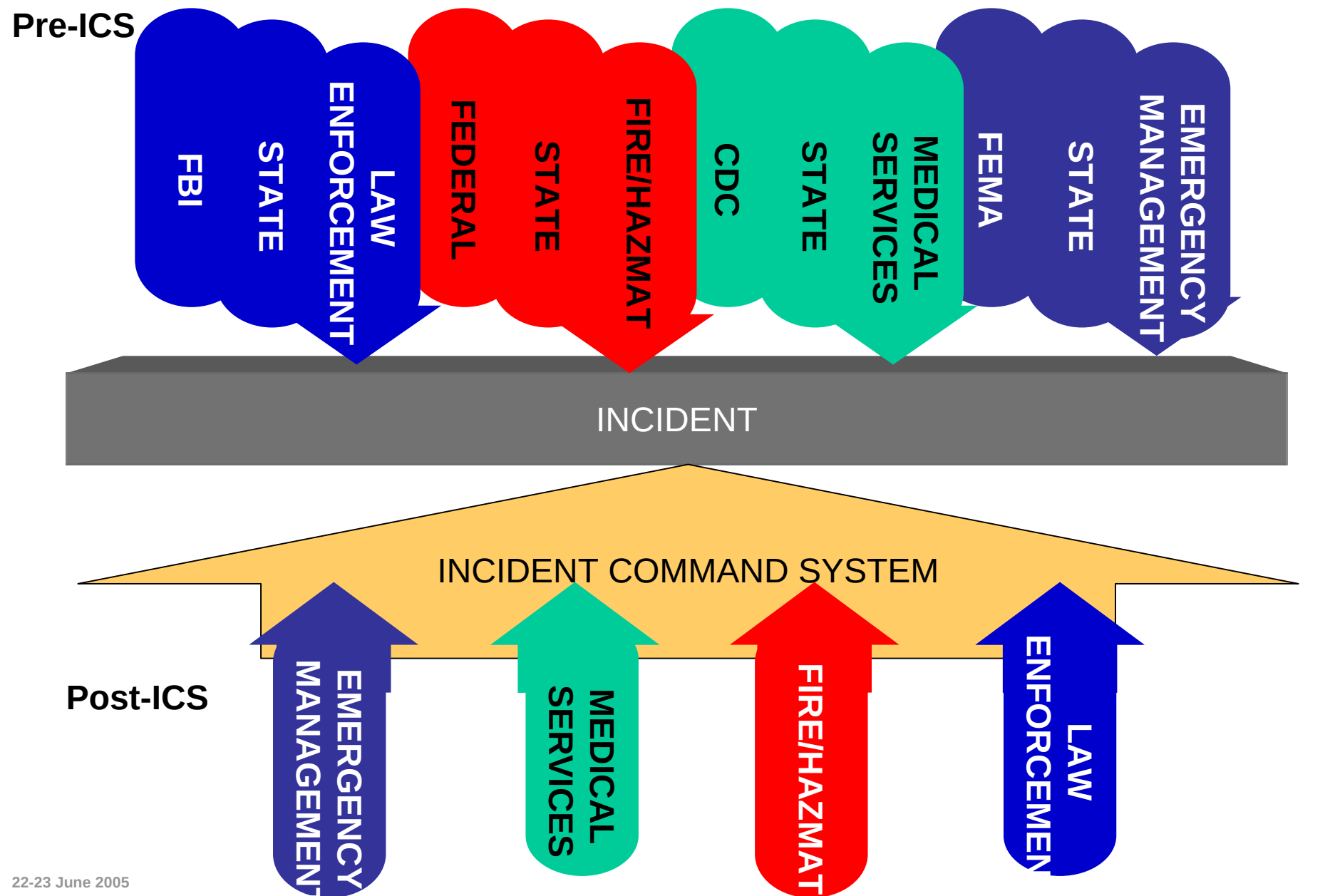
Interagency Coordination Outline

- **Background:**
 - NIMS (National Incident Management System) requirements.
 - Exercise typologies.
 - Exercise descriptions.
- **The Good:**
 - Tools.
 - Positive results.
- **The Bad:**
 - Cultural discrepancies.
 - Hierarchical rather than cooperative perspectives.
 - Negative attitudes.
- **The Lessons:**
 - Let the Lead Agency Lead.
 - Communications Will Be Problematic.
 - Plan For Contingencies.
 - Record Key Activities.
 - Adopt An Attitude That Training And Exercises Are Regular Duty.

National Incident Management System (NIMS)



Emergency Services Change in Focus



Exercise Types

- Discussion
- Seminar
- Table
- Computer
- Computer
- Full Scale



M&S Stimulation Strategy and Benefits

- **Provide ground truth information represented in a computer simulation.**
- **Reduce training and exercise costs by modeling an incident and the on-scene response to that incident (personnel and equipment).**
- **Provide robust and realistic conditions for participant consideration during an exercise (i.e., traffic, spectators, weather conditions, etc.).**
- **Identify and correct problems in an exercise setting.**
- **Test adjustments in plans and procedures almost instantaneously.**
- **Provides cooperative, multi-disciplinary environment.**
- **Recording and playback capabilities for further analysis.**
- **Training products can be derived from exercises.**
- **Provides data sets for Post-Exercise Improvement Planning.**

Interagency Coordination Outline

- **Background:**
- **The Good:**
 - Tools available and advantages.
 - Positive exercise results.
 - Improvements in communication.
- **The Bad:**
 - Cultural discrepancies.
 - Hierarchical rather than cooperative perspectives.
 - Stove piping.
- **The Lessons:**
 - Let the Lead Agency Lead.
 - Communications Will Be Problematic.
 - Plan For Contingencies.
 - Record Key Activities.
 - Adopt An Attitude That Training And Exercises Are Regular Duty.

Exercises Under Review

- **Six exercises.**
- **Locations:**
 - **Federal Courthouse – Alexandria, VA.**
 - **Ronald Reagan Building and International Trade Center, Washington, DC.**
 - **Suitland Federal Center, Suitland, MD.**
- **Objectives :**
 - **Exercise communications across disciplines.**
 - **Implement ICS.**
 - **Exercise common language.**
 - **Exercise operations plans.**
 - **Involve local, state, and federal resources.**

Interagency Coordination Successes

- **Tools available and advantages:**
 - Capability to test revised plans, procedures and protocols.
 - Capability to test new communication systems and common operational picture tools.
 - Training tools development across disciplines.
- **Positive exercise results:**
 - Joint emergency response planning.
 - Developing/Reinforcing collaboration and connectivity.
 - Protocols for force protection.
 - State standards modeled after exercise activities.
 - Development of trust across disciplines/government levels.

Pitfalls Encountered

- **Identifying & inviting agencies to participate.**
- **Insuring that objectives meet needs of all agencies.**
- **Cross-purpose missions.**
- **Creating universal buy-in of evaluation criteria.**
- **Unproductive attitudes:**
 - **Lack of trust across disciplines & government levels.**
 - **Fear of exposure (internal and external).**
 - **“War of the worlds” attitude.**
 - **Plans in place are satisfactory (without testing or practice)**
- **Post-X collaboration to develop improvement plan.**

Lessons

- **Let the Lead Agency Lead:**
 - Lead agency must have event essential competencies and capabilities.
- **Communications Will Be Problematic:**
 - Technology will fail.
 - Technology across disciplines will be not be compatible.
 - Language across disciplines will vary.
- **Plan For Contingencies.**
- **Record Key Activities.**
- **Adopt An Attitude That Training And Exercises Are Considered Part Of Regular Duties.**

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