FUTURE SMART: Defense Support to Civil Authorities, A NEXTGEN Perspective

Presented by:
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Today's Focus:

Is the premise, "every disaster is a local disaster," an effective planning assumption?

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Executive Summary- Future Smart Disaster Leadership

- **Disaster Leadership Practice:** is something few local and state leaders possess, and yet key followers and citizens expect it when a crisis occurs.

- **Hx Timeline & Driving Forces:** Suggest we are on the brink of needed change.

- **Future State:** Requires a System Dynamics approach to align emergency and non-emergency stakeholders.

- **Strategic Implications:** Disasters = Disruption and require Change Agent Leaders.

- **A Future DSCA Vision:** What should our vision of success be when engaged in Defense Support to Civil Authorities (DSCA)?

Disasters Are No Longer Novel

Since the 1950's…

- State-declared disasters have risen each decade from 94 to 853

- Terrorist incidents have risen each decade from 8 to 75

- Mass fatality-related shootings have risen each decade from 0 to 26

FEMA Future Predicted Disasters…

- Flood/droughts/fires/mudslides/earthquakes

- Critical infrastructure failure

- Border runs/infiltration

- Domestic & transnational terrorism

- Mass fatality shootings/riots

- Civil unrest

- Cyber crime that results in death

- CBRNE & New Pandemics

- International disasters

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Background: The Current Mindset

"What we believe is possible is based on the mental constructs we create."

(Gavin, 2019, p. 15)

Prevent → Protect → Respond → Recover → Mitigate

Background: Hx Timeline

1953
Start of Disaster Data Collection

1961
1st Definition of Preparedness

1979
Establishment of FEMA

1997
International Association of Emergency Managers
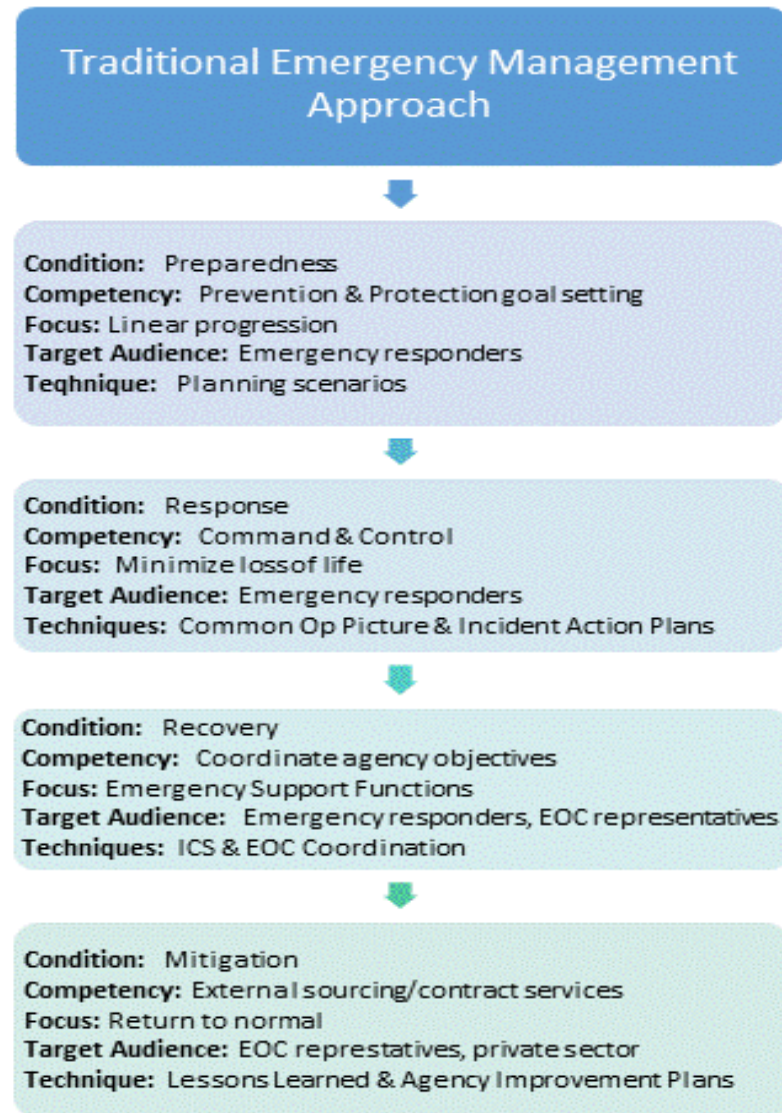
2002
Dept of Homeland Security

2013
Use of Swarm Intelligence to Interpret Boston Marathon Bombing Response

Background: The Current Emergency Management Practice

"What leaders (and citizens) believe about disasters will drive outcomes. Beliefs, true or false, about capability, vulnerability, resources limitations, and resiliency will drive when they act, what they decide, and the strategy they expect others to use when working toward stated goals."

(Gavin, 2018, p. 31)

Traditional Emergency Management Approach

Condition: Preparedness
Competency: Prevention & Protection goal setting
Focus: Linear progression
Target Audience: Emergency responders
Technique: Planning scenarios

Condition: Response
Competency: Command & Control
Focus: Minimize loss of life
Target Audience: Emergency responders
Techniques: Common Op Picture & Incident Action Plans

Condition: Recovery
Competency: Coordinate agency objectives
Focus: Emergency Support Functions
Target Audience: Emergency responders, EOC representatives
Techniques: ICS & EOC Coordination

Condition: Mitigation
Competency: External sourcing/contract services
Focus: Return to normal
Target Audience: EOC represtatives, private sector
Technique: Lessons Learned & Agency Improvement Plans

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Driving Forces

Driving Forces

Prompting Change

- Change in what constitutes a disaster
- Increase in the number of disaster declarations
- Population shifts resulting in increased vulnerability
- Constrained budgets & federal asset availability
- Increase in terrorism

Resisting Change

- Albeit stagnant, a response framework we know
- Local & State plans that reduce the official's role to a "declaration"
- Easily "politicized" for personal gain
- Intentional expectation mis-match between state and federal government roles & responsibilities

Future Model Based on System Dynamics

The US' current disaster management framework, which has existed since 1979, once helped leaders understand the breadth, scope, and complexity of disasters BUT now has created a 'bounded awareness' *(i.e., an arbitrary and dysfunctional bounding of a problem)* leaving leaders with an inability to recognize relevant information.
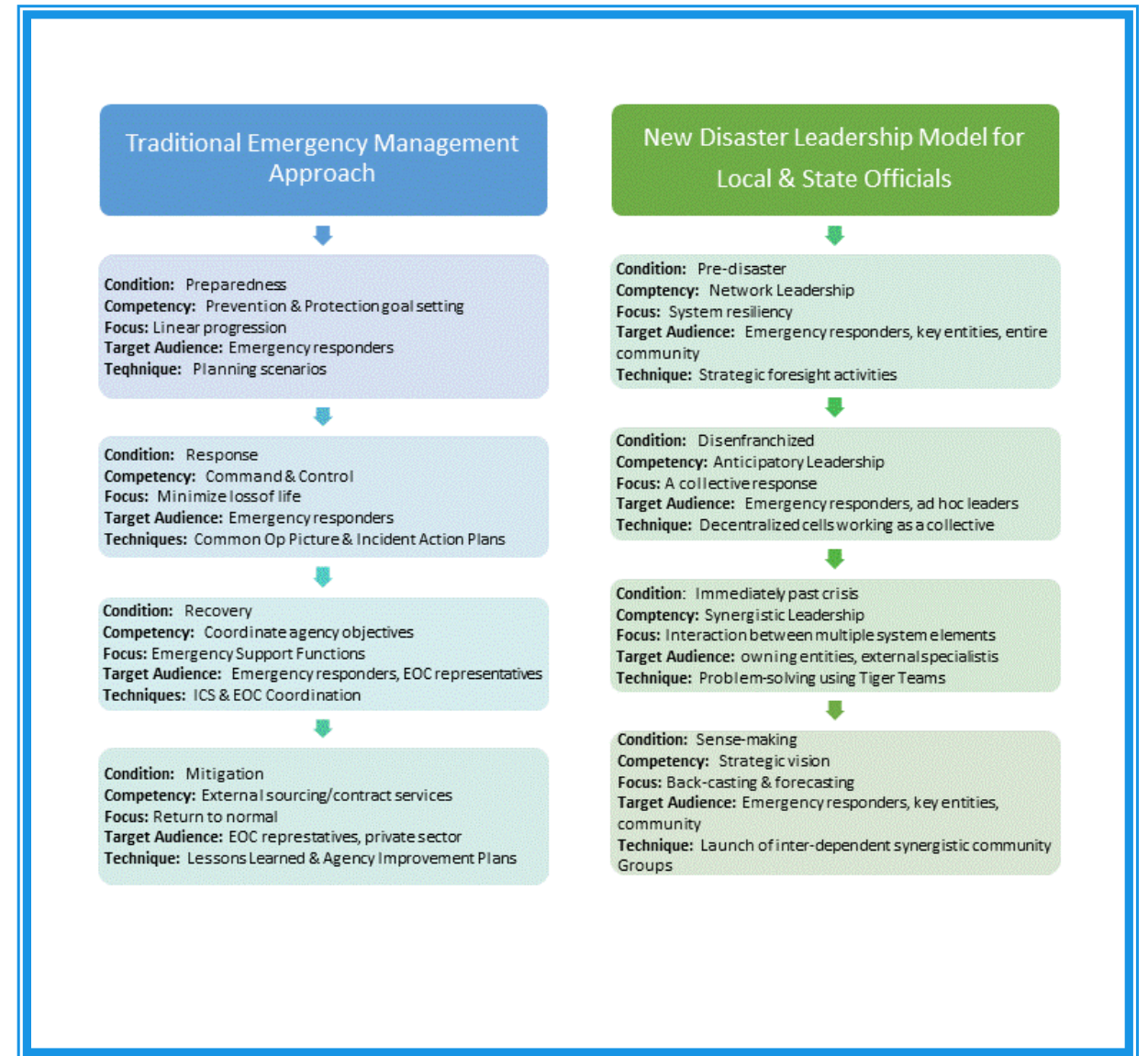
(Gavin, 2019)
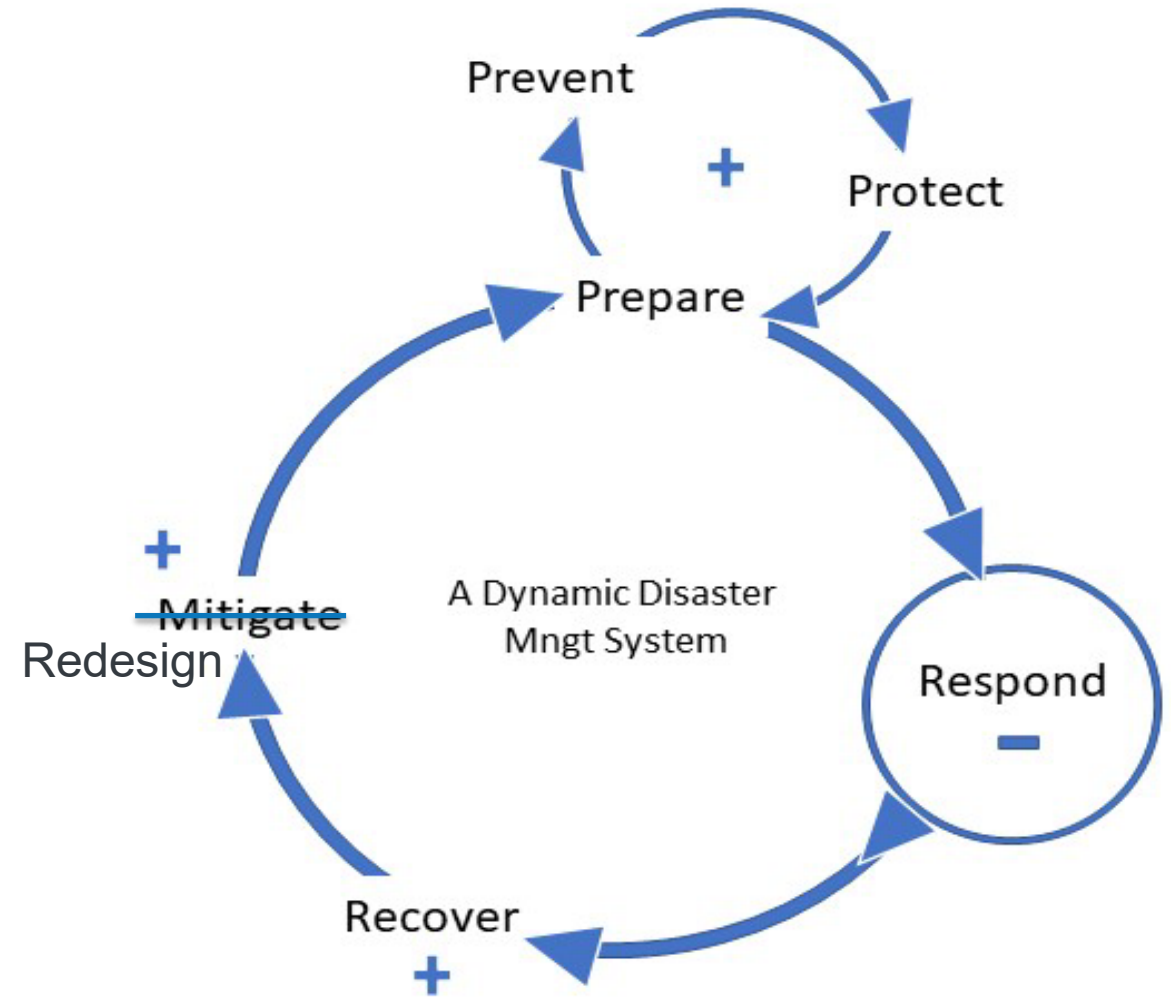
Vision of Success

We will always survive the disaster. We will never grow weary of caring for our fellow citizens. Together, we will strive to avoid what knowingly will devolve our sense of unity as we conduct our respective missions. As individuals, we will choose to act as a collective, knowing we must endure past this incident, and in the end, we will become more cognizant of our humanity, our need for each other, and we will more deeply value the gift of human life, which sometimes can only be realized when we experience tragedy together as a community.

A Complementary Practice

"To date, there has been an absence of leadership models that foster a balance between disaster operations, which require a collective response, and non-disaster operations that require workforce autonomy."

(Gavin, 2019, p. 88)

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Technique: Lessons Learned & Agency Improvement Plans

New Disaster Leadership Model for Local & State Officials

Condition: Pre-disaster
Comptency: Network Leadership
Focus: System resiliency
Target Audience: Emergency responders, key entities, entire community
Technique: Strategic foresight activities

Condition: Disenfranchized
Competency: Anticipatory Leadership
Focus: A collective response
Target Audience: Emergency responders, ad hoc leaders
Technique: Decentralized cells working as a collective

Condition: Immediately past crisis
Comptency: Synergistic Leadership
Focus: Interaction between multiple system elements
Target Audience: owning entities, external specialistis
Technique: Problem-solving using Tiger Teams

Condition: Sense-making
Competency: Strategic vision
Focus: Back-casting & forecasting
Target Audience: Emergency responders, key entities, community
Technique: Launch of inter-dependent synergistic community Groups

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Considering DoD's New DSCA Role- Pre-disaster

TRADITIONAL MODEL ➔ NEW MODEL

Condition: Preparedness

Competency: Prevention/Protection

Focus: Linear progression

Target Audience: Emergency Responders

Technique: Planning Scenarios

Condition: Pre-disaster

Competency: Network Leadership

Focus: System resiliency

Target Audience: EM, key entities from the entire community

Technique: Strategic Foresight activities

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Considering DoD's New DSCA Role- During the Disaster

TRADITIONAL MODEL → **NEW MODEL**

TRADITIONAL MODEL	NEW MODEL
Condition: Response	*Condition:* Disenfranchised
Competency: Command & Control	*Competency:* Anticipatory Leadership
Focus: Minimize loss of life	*Focus:* A Collective Response
Target Audience: Emergency Responders	*Target Audience:* Emergency Responders & ad hoc leaders
Technique: Common Operating Picture & Incident Action Plans	*Technique:* Decentralized cells working as a collective

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Considering DoD's New DSCA Role- Immediately Following a Disaster

TRADITIONAL MODEL ➡️ **NEW MODEL**

TRADITIONAL MODEL	NEW MODEL
Condition: Recovery	***Condition:*** Immediately Following crisis
Competency: Coordinate agency objectives	***Competency:*** Synergistic Leadership
Focus: Emergency Support Functions	***Focus:*** Interaction between multiple system elements
Target Audience: Emergency Responders, EOC, private sector	***Target Audience:*** Owning entities, external specialists
Technique: ICS & EOC Coordination	***Technique:*** Problem-solving using Tiger Teams

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Considering DoD's New DSCA Role- Between "done" and "future"

TRADITIONAL MODEL → NEW MODEL

TRADITIONAL MODEL

Condition: Mitigation

Competency: External sourcing/contract services

Focus: Return to "normal"

Target Audience: EOC reps, private sector

Technique: Lessons learned & Agency Improvement Plans

NEW MODEL

Condition: Sense-making

Competency: Strategic Vision

Focus: back-casting & forecasting

Target Audience: Emergency responders, key entities, community

Technique: Inter-dependent synergistic community groups

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Dynamic System

Strategic Implications

Ways

+

Means
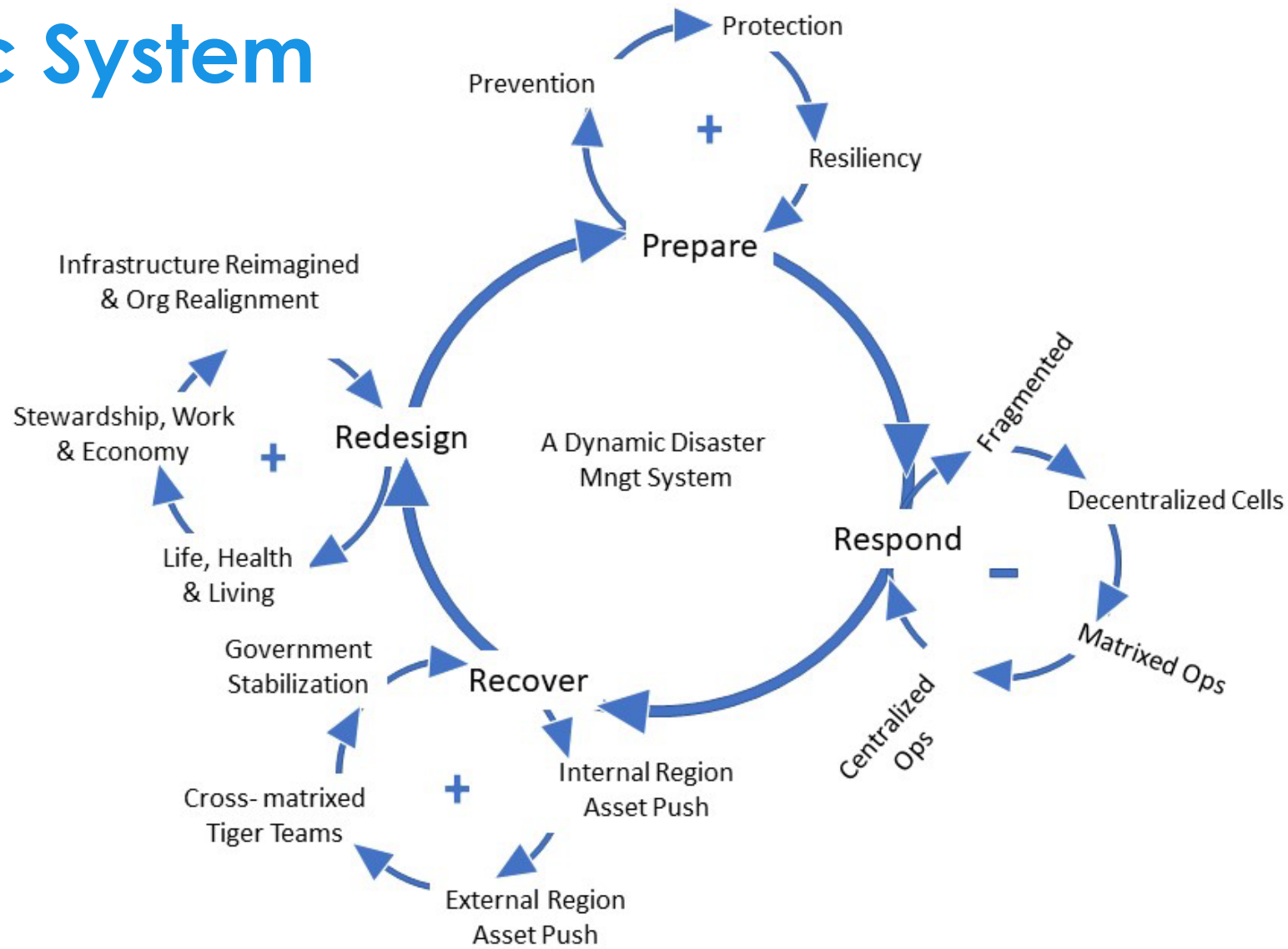
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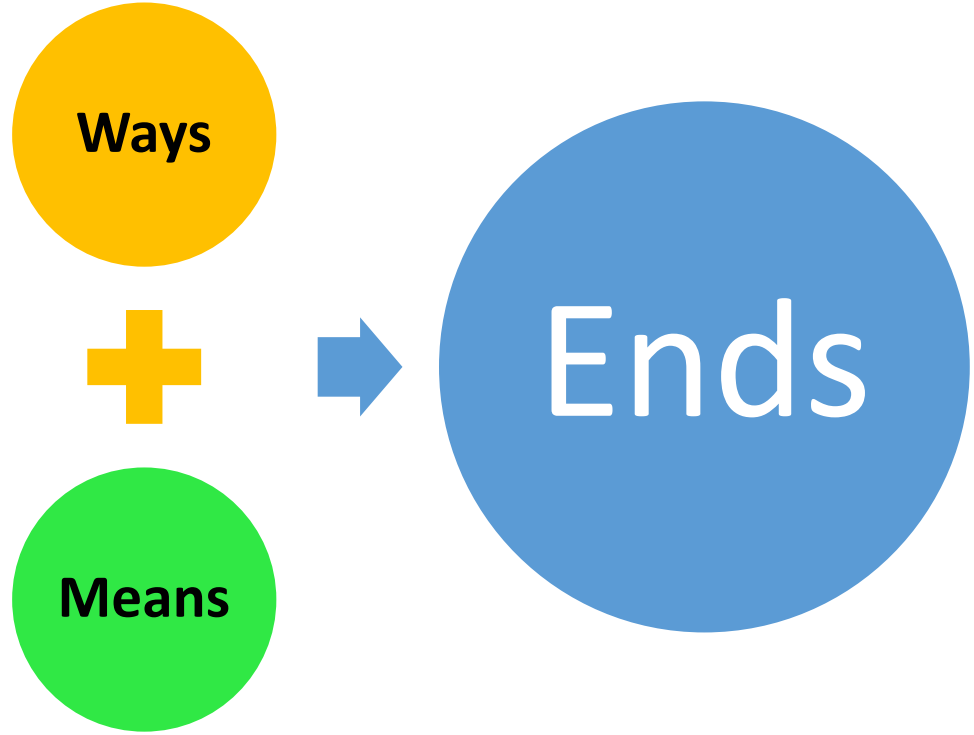
- *A Mindset Shift*
- *Disaster Definition Change*
- *Organizational Redesign*
- *Comprehensive Strategy*

Strategic Implications

RISKS

- Strong desire to return to the way it was before the disaster

- Lack of healing results in stagnant societal growth

- Disaster fatigue & lack of compassion

- Must become self-aware & realize self vulnerabilities inhibit change

- No vision

OPPORTUNITIES

- Characterization = clarity

- Elongated response changes decision process & reduces 2nd & 3rd order effects

- Model change enables force multipliers

- Citizens take ownership & sense of community is strengthened

- Disasters = Disruption & Require Change Agent Leaders

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DSCA Using A System Dynamics Model

- *A new disaster definition creates a mindset shift challenging how and when DoD gets involved*

- *Organizational Redesign means DoD gets involved early providing deliberate leadership*

- *We get to re-envision a comprehensive strategy that goes beyond engaging DoD assets when we provide leadership as an offering*
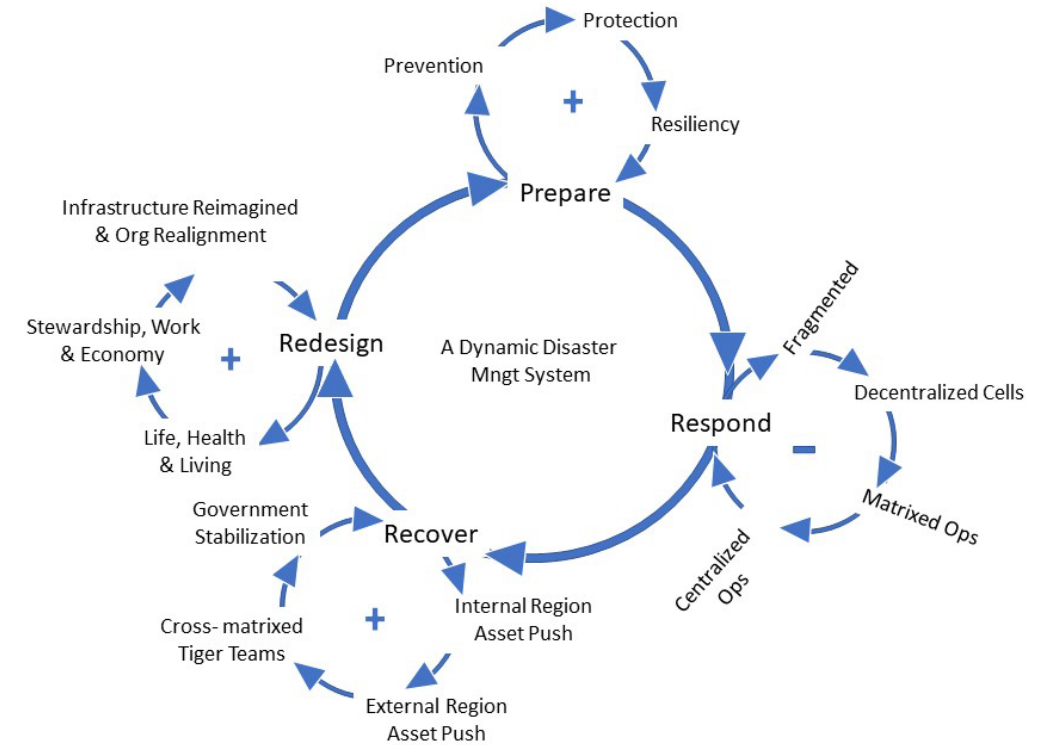
Re-imagining a Future-Oriented DSCA Response

Implement The findings
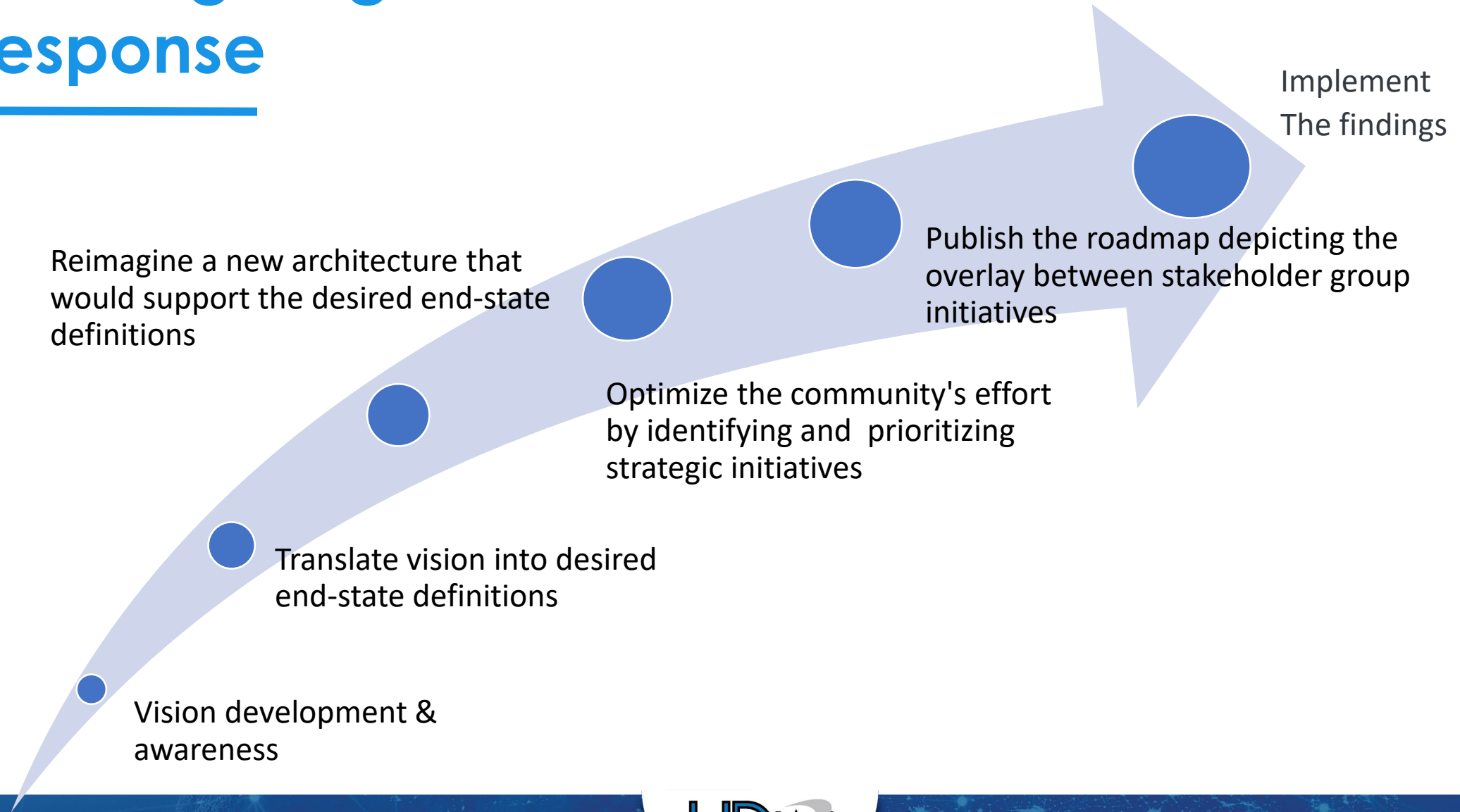
Reimagine a new architecture that would support the desired end-state definitions

Publish the roadmap depicting the overlay between stakeholder group initiatives

Optimize the community's effort by identifying and prioritizing strategic initiatives

Translate vision into desired end-state definitions

Vision development & awareness

Considering our Future Together

Dr. Cynthia S. Gavin

Cynthia is a strategist, having a diverse leadership background in healthcare, disaster response, fatality management, and U.S. military planning. Among her favorite positions, Dr. Gavin has provided scientific and strategic advisement for the U.S. Secret Service Technical Security Division and the City of New York Offices of Emergency Management and Chief Medical Examiner. Presently she is an advisor working on the safe management of chem/bio/rad contaminated human remains for the Army. As a Doctor of Strategic Leadership, she loves fusing strategic foresight and leadership coaching concepts to bring about needed change to meet future demands. Dr. Gavin also holds a Master of Science in Emergency Health Services Planning, Policy, and Administration and a Bachelor of Arts in Psychology.

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