From command and control to network governance: Emergency and crisis management in the US

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Background

- Emergencies and crises
- Command and control system
- Networks and whole community
- Community resilience
- COVID-19 outbreak
  - Global health crisis
  - Critical burden on in health and economy
  - Mitigation strategies: Physical distancing, Stay at home, Use of face covering
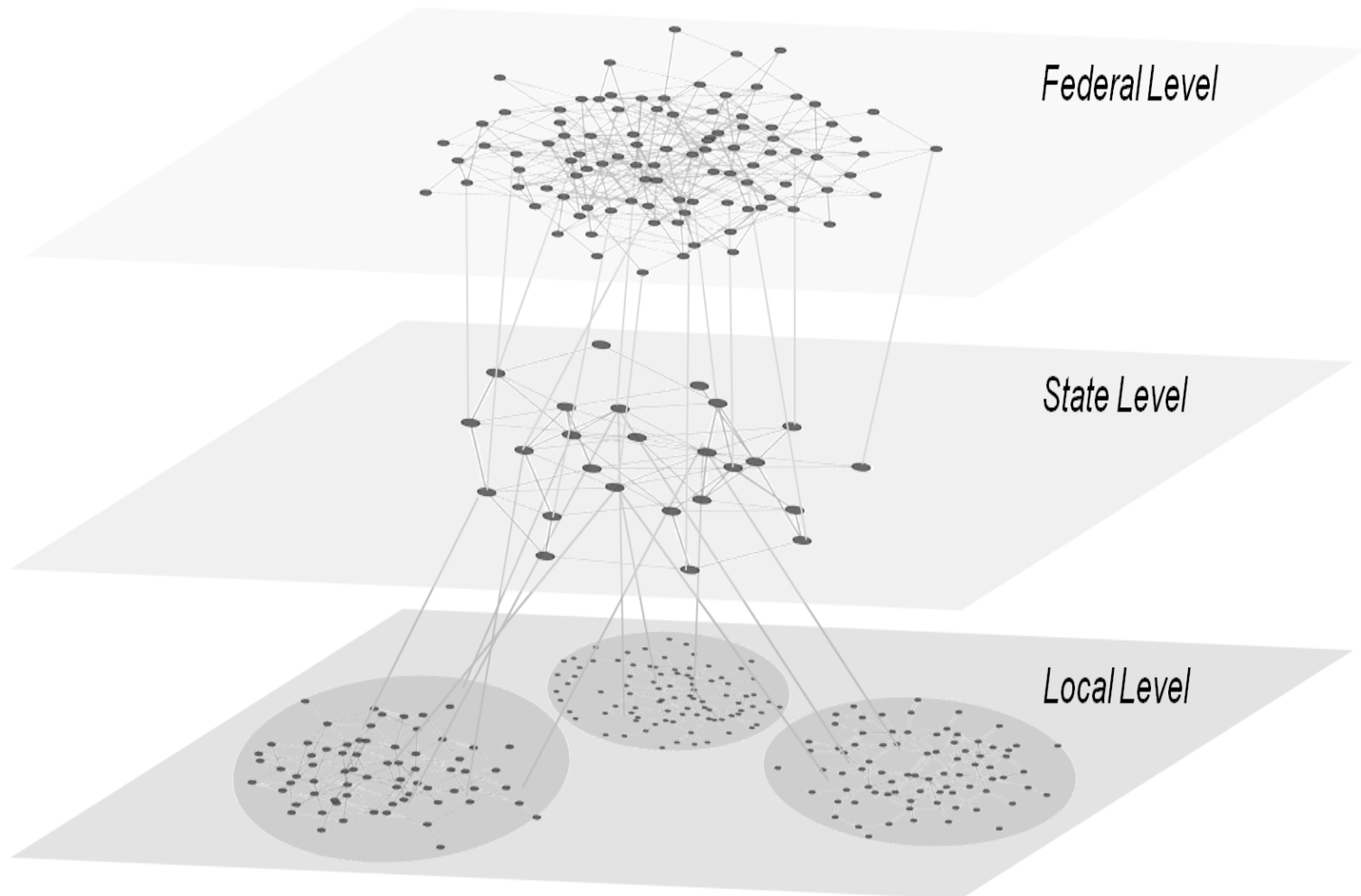
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Emergency & Crisis Management in the US

- Before 1950s
  - Fires, Floods, Storms, "Act of God", Red Cross (Clara Barton 1881)
- After 1950s
  - The Disaster Relief Act of 1950, The Federal Civil Defense Act of 1950, Cold War
- Hurricane Andrew 1992
  - Focusing Event and creation of EMAC
- 9/11 Terrorist Attacks
  - The Department of Homeland Security (DHS) and FEMA
  - National Response Plan (NRP)/National Response Framework (NRF) and national Incident Management System (NIMS), Whole Community
- Major Disasters & Crises
  - Hurricanes, Earthquakes (seismic risks), Tornados, Man-caused (intended) acts, COVID 19

Emergency & Crisis Management

- Quintessential role of government
  - Each level of government plays an important role in the federal system
  - Intergovernmental administration

- Network Governance
  - The nature of emergency and crisis management as being a layered function that involves multiple networks
  - Factors that facilitate and/or hinder effective collaboration in disasters
  - Collaborative leadership and boundary spanners
  - State level partnerships – Emergency Management Association Compact (EMAC)
  - Interorganizational arrangements
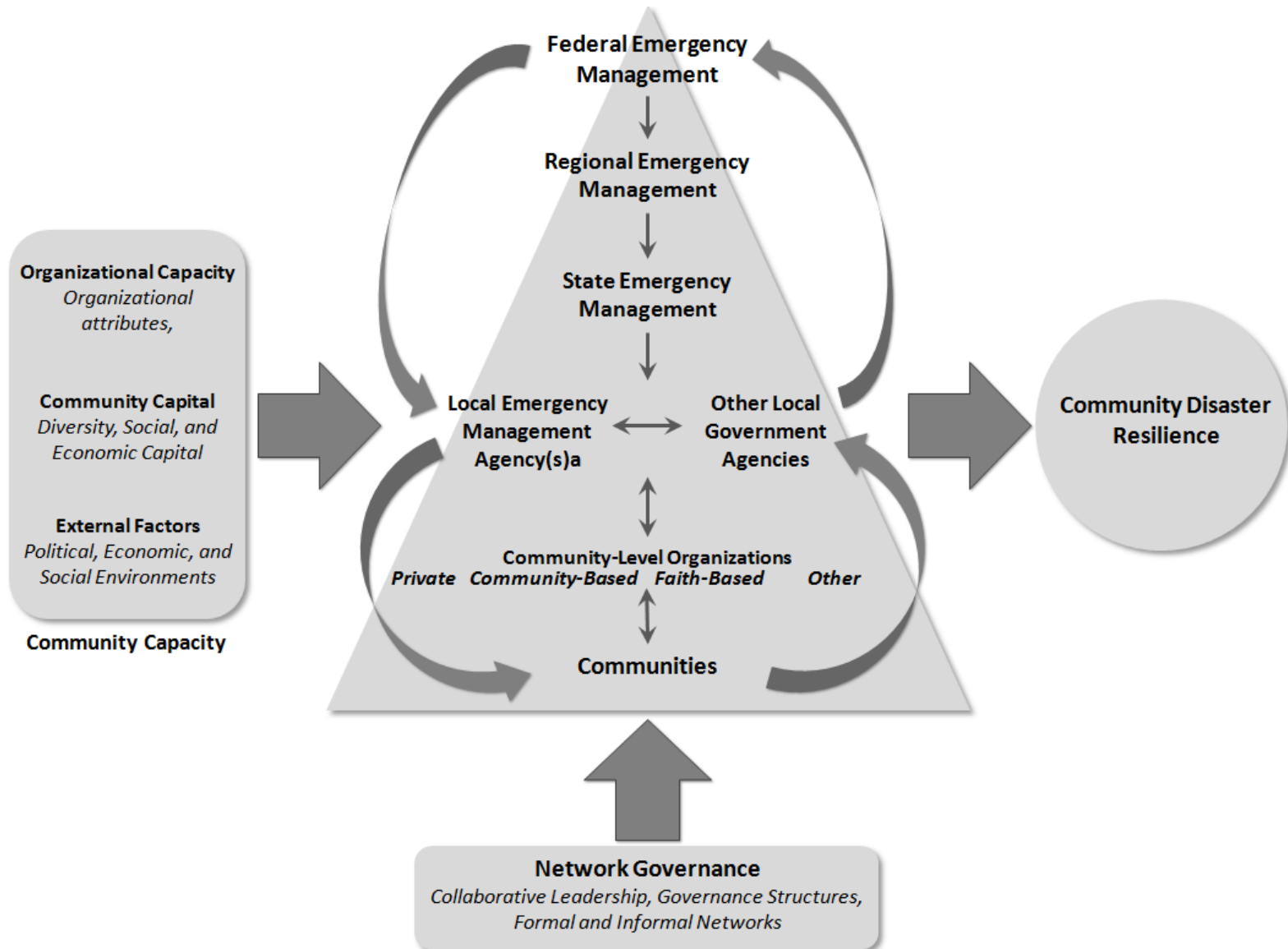 - Cross-sector collaborations and non-traditional partnerships for community resileince

Complex Interactions in Emergency and Crisis Management

Community Resilience

- Emergencies and crises create uncertainty and substantial challenges for communities

- Resilient communities are capable of anticipating (collective cognition) and managing these challenges

- Timely search, access, and exchange of relevant information across many organizations in the system

- Collaborative implementation strategies are key for community resilience capacity

- Community disaster resilience emphasizes the engagement of stakeholders at multiple levels of emergency and crisis management within a system of embedded relationships

- Critical role of collaborative leadership

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Network Governance and Community Resilience

Crisis Decision Making System for COVID 19

- World Health Organization (Global Actor)
  - Reports issued; not heeded by Trump Administration
- U.S. State Department: Office of International Health & Biodefense
  - Side-lined for last three years, director not replaced in 2017
- HHS/Centers for Disease Control and Prevention (CDC) (Lead)
  - US Medical Surge Capacity & Capability Management system
  - Created to prepare and respond to health crises
- White House COVID-19 Task Force: Ad Hoc advisory group
  - Established Jan. 29; problematic role marred by politicized information
- FEMA: ESF 8, Public Health; ESF 3, Public Works & Engineering
  - Delayed coordination with state, local agencies for distribution of medical resources, supply chain stabilization
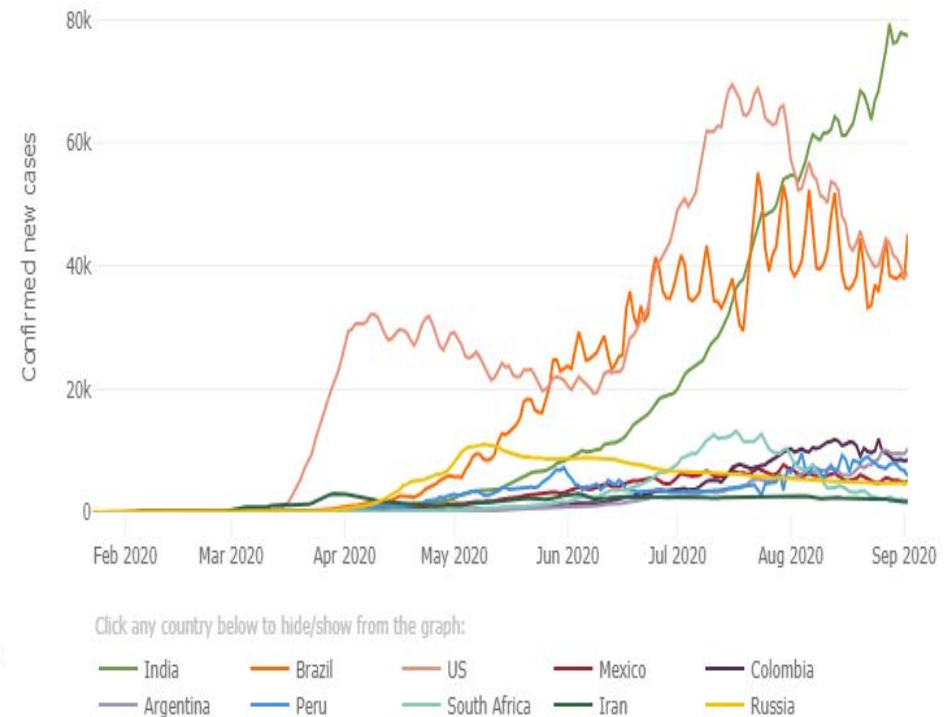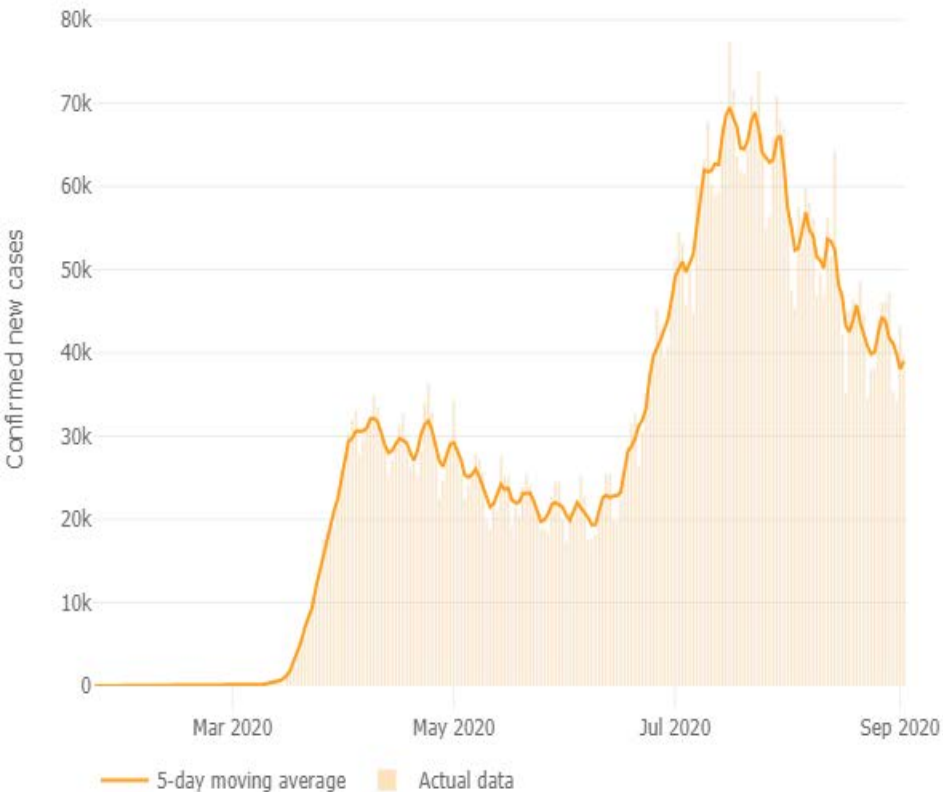
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State and Local Decision Making

- Governors, State Health Departments
  - States varied in sources of information: science vs. politics
  - Formation of regional alliances among states
  - State emergency declaration: varied by states
  - Formal (national) disaster declaration (March 13)

- Local Mayors, County Health Departments
  - Widely varying capacity among states regarding capacity at county level; access to knowledge, skilled personnel
  - Critical role of information technology in managing data, varied greatly at county level

- Delicate balance between public health and economy
  - Re-opening economic activity, varied by states and localities
  - Politics of disasters: Election year in the US

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Critical Decisions

- Reopening economy and health concerns
- Re-opening schools, colleges, and universities
- Phased Approach Guided by CDC
  - Based on updated data and readiness; Mitigating the risk of reappearance; Protecting vulnerable
  - Close monitoring of cases and capacity
  - Tracking, testing, and tracing
- The criteria needed to be met to move to different stages of reopening (variations in regions and localities)
  - Phased opening and health monitoring consistent with the CDC guidelines
  - Quick openings in rural areas such as mountainous and low population communities
  - Tourism sector and leisure activities

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COVID-19 in the US and in the World

Global cases   26,072,551
Global deaths   863,933
U.S. cases   6,117,725
U.S. deaths   185,782

Source: Johns Hopkins University Coronavirus Resource Center

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FLORIDA ⬇

Select another state

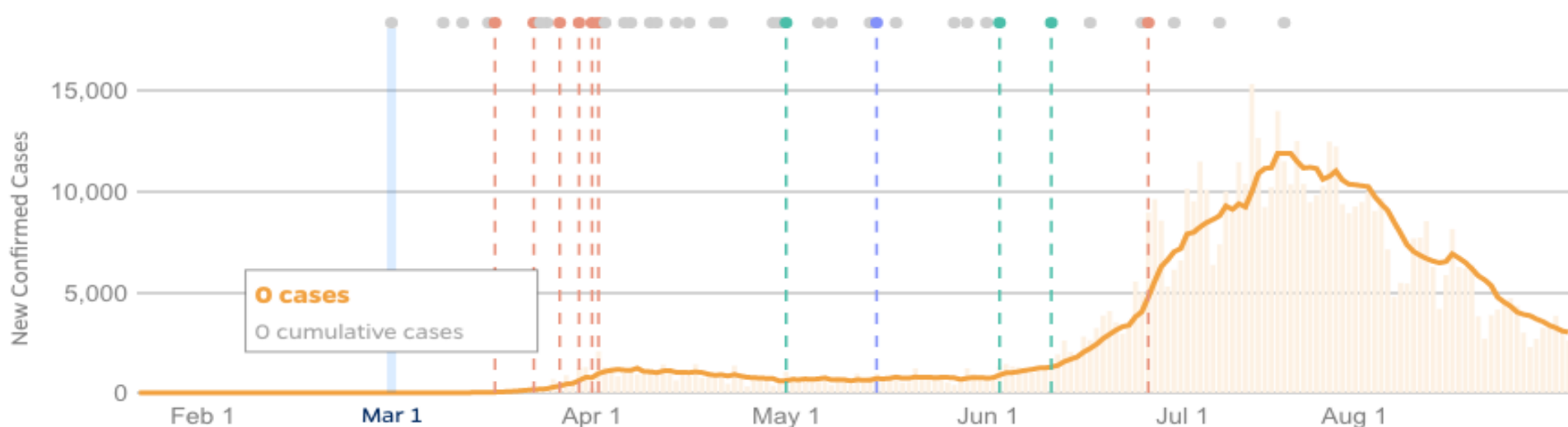| Florida ▼ | | How to read this graphic | | **New Confirmed Cases** | New Deaths |

RECENT OPENING AND CLOSING POLICY DECISIONS

● Restriction/closing   ● Opening   ● Deferring decisions to county   ● Other

← Previous   🔍   Next →

0 cases
0 cumulative cases

New Confirmed Cases axis: 15,000 / 10,000 / 5,000 / 0

Dates: Feb 1 — Mar 1 — Apr 1 — May 1 — Jun 1 — Jul 1 — Aug 1

Mar 01, 2020   **0** CUMULATIVE CASES | **0** CUMULATIVE DEATHS

● Governor DeSantis signed anexecutive orderdirecting the state health officer to declare a public health emergency and take any actions needed to protect the public health. The order directs the Florida Department of Health to actively monitor all persons meeting the CDC definition of a Person Under Investigation (PUI) for at least 14 days or until the PUI tests negative for COVID-19. Active monitoring will include at least: a) a risk assessment within 24 hours of when the individual meets the criteria for a PUI and b) twice daily temperature checks. The executive order alsodesignated the Florida Department of Health as the lead agency to coordinate emergency response activities.

Some Observations

- Delayed action by political leadership
- Critical decisions on public health and opening of economy
- Evidence-based decision making
- Professional emergency and crisis management
- Critical role of timely communication and public trust
- Consistent information sharing at all levels of government prevent complacency
- Vertical and horizontal information sharing and coordinated action

Thank you ...

Questions or Comments?