RCMP “K” Division
Operational Readiness
&
Response Coordination
Operational Readiness & Response Coordination
“There is only one thing more difficult than planning for an emergency and that would be to explain why **YOU DID NOT**!"

Dr. Bonnie Henry, BC Centre of Disease Control
THE DIRECTION

The RCMP has a legal and moral responsibility, to be ready to contribute to safeguarding the health, safety, security and economic well-being of citizens, safeguard its own employees and critical infrastructure.
WHEN LOCATION & TIMING MEANS EVERYTHING
THE NEW NORMAL

- Homegrown Terrorism
- Globalization and cyber realities
- Critical infrastructure and the need to understand interdependencies
- The role of public safety organizations as it involves critical infrastructure
- Risk tolerance vs. complacency
- Governance, leadership and role clarity \textit{vis-à-vis} integration and maturity
- \textit{Alone, we cannot do it all therefore what do we do first?}
THE EVERY DAY FACTOR

- **Industrialization**: The ready availability & widening array of hazardous materials;

- **Urbanization**: The continuing construction of urban infrastructure in exposed locations;

- **Technology**: The increasingly complex critical infrastructure interdependencies;

- **Health Emergencies**: The new emerging virulent pathogens;

- **Public Order**: The growing numbers of violent public order events;

- **Terrorist Events**, characterized by mass casualties and/or mass destruction.
THE PARADOX OF EFFECTIVENESS

Factors to consider where flags should go up:

- Responding to emergencies is something we do every day...and we are good at it.

Reality is:

- "reacting" to a crisis by being good at responding "fosters a false sense of confidence, a myopic perspective and a lack of strategic vision"

- Given our mandate... We must aim to be "operationally ready to respond and to coordinate" in all that we do?
The RCMP A National Police Force
A UNIQUE LAW ENFORCEMENT ORGANIZATION

- **23,000** employees
- **18,000** sworn officers;
- **RCMP** has four distinct mandates in Canada
  - Federal police force
  - Provincial/Territorial police in 8 of 10 Provinces and all territories
  - Municipal police under contract in 202 municipalities and 865 First Nations communities
  - International initiatives with UN CIVPOL and other agencies with up to 150 officers abroad at any time
- **Designated lead authority under Anti-Terrorism Act**
“K” DIVISION
RESOURCES

DEPUTY COMMISSIONER NW"R COMMANDING OFFICER “K” DIVISION

REGULAR MEMBERS
2555

CIVILIAN MEMBERS
296

PUBLIC SERVICE MEMBERS
401

AUXILIARY MEMBERS
460
What Is Operational Readiness & Response Coordination
THE “IT IS” FACTOR

- **IT IS INTELLIGENCE LED.** Process is threat-risk assessment led;

- **IT IS A MEASURED RESPONSE.** Proportional to the assessed threat;

- **IT IS A UNITY OF EFFORT.** Collaborative & coordinated to ensure an appropriate, timely and effective response;

- **IT IS FLEXIBLE.** All Hazard approach regardless of how catastrophic the event is;

- **IT IS INNOVATIVE.** Requires creative concepts and innovative solutions;

- **IT IS ACCOUNTABLE.** By evaluating results and incorporating lessons learned and good practices;

- **IT IS STANDARDIZED.** To further coordination and interoperability; and

- **IT IS AN ALL-HAZARD FOUNDATION.** Which is fundamental to all response activities.
THE “RESPONSE” FACTOR

- **Detachment and Incident Command. Tactical Level**, an on scene operating structure, and support components and processes;

- **District Command. Operational Level**, provision of support to the tactical level, consisting of a combination of facilities, personnel, equipment and processes; and

- **“K” Division Criminal Operations. Strategic Level**, provision of support to the tactical and operational levels, consisting of a combination of facilities, personnel, equipment and processes.
THE “IT WILL” FACTOR

- **IT WILL DETERMINE** the optimal planning/preparedness/execution status
- **IT WILL INVITE** recommendations based on risk
- **IT WILL ESTABLISH** strategic alliances
- **IT WILL OPEN** lines of communication
- **IT WILL STRENGTHEN** existing operational frameworks
- **IT WILL OPERATE** within the all-hazards approach
- **IT WILL ENHANCE** protection and response capabilities
THE “OUTCOMES”

- **EFFECTIVE**, timely and appropriate responses to threatened and actual events

- **ENHANCED** protection and preservation of life, evidence, property and the environment

- **EMPOWERMENT**, through having a Readiness and Response Framework

- **IMPROVEMENT**, stewardship and overall credibility

- **INVolvement** with local, regional and national government mitigation programs

- **COMPLIANCE** with Federal, Provincial/ Municipal legislation and policy

- **COMPETENT** first responders that are prepared to respond
THE “BIG PICTURE”

- Site Management
- Incident Management
- Communication Information Management
- Resource Management
- Preparation
- Mitigation
- Response
- Critical Infrastructure Protection
- All Hazards Critical Operational Readiness & Response Coordination
- EOP BCP
- Critical Infrastructure Protection

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WHEN ALL LEVELS OF GOVERNMENT ARE NEEDED
- Federal Government
- Provincial Government
- Front Lines / Municipal Government
- National Federal Provincial Municipal Police Service

RCMP
ROYAL CANADIAN MOUNTED POLICE
Government Operations Centre
Public Safety Authorities
Departmental presence
RCMP presence
Other representation as required

ADM  EMC

Criminal Ops
Provincial EOC
Provincial authorities
Federal presence
RCMP presence
Other representation as required

Municipal EOC
Municipality authorities
RCMP, EMS, Fire Dept presence
Other representation as required

Incident Site: District Commander, District Management Team, Detachment Commander, Site Supervisors, Frontline Personnel, Specialized Federal and Provincial RCMP Support Units as required.
Command & Control vs Chaos
Planning Realities

COMMAND & CONTROL vs CHAOS

Planning

Processes

People

Processes

Systems Execution

Operational Readiness and Response Coordination

Resources

Coordinated

EOP/BCP Operational Readiness & Response

REALITY: Point Where Responders Work Best

Practice/Drills

Hyper Command & Control

Total Chaos
CONTROL VS CHAOS
When Planning is Just Not Enough
IF YOU FAIL TO PLAN

FAILURE IS NOT AN OPTION

THEN YOU PLAN TO FAIL
Questions & Thank You

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