

DISASTER ASSISTANCE
SIMULATION EXERCISE

HAITI

BETAC CORPORATION

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I. Exercise Overview

AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF FOREIGN DISASTER ASSISTANCE (OFDA)
AND
BETAC CORPORATION

DISASTER ASSISTANCE
SIMULATION EXERCISE

"What course do we want events to take?"
"Do we have the power to bring it about?"¹

¹ Attributed to Averell Harriman by Roger Hilsman, To Move A Nation, Garden City, New York, Doubleday & Company, Inc., 1967.

DISASTER ASSISTANCE TRAINING

1. INTRODUCTION

a. The skill of crisis management cannot be acquired solely through reading or lectures; to be effective it must actually be experienced and absorbed through action and reinforcement. The would-be manager must be involved both physically and emotionally to take in the implications of the decisions he or she must make in such areas as: how and where to gather information; how and in what detail to plan ahead; how to evaluate and adjust to changing crisis situations; and, how to organize essential coordination, planning, decision-making, execution and feedback during and following the crisis.

b. The disaster assistance simulation in which you are about to participate was developed in response to needs made clear through continuing analysis by the Office of Foreign Disaster Assistance of the handling of sudden disaster situations to which overseas personnel have been exposed in the past several years. The simulation presents a renewed focus on the interrelationship of planning, coordination, training and preparedness. It was designed as a learning tool which would expose players, first-hand, to highly compressed, realistic events taxing their skills, experience and reasoning processes.

c. OFDA, taking the lead in providing this simulation, has found that those who have undergone such training before disaster strikes do more accurate planning and are far better prepared to make the decisions and cope with the rigors and stresses that develop.

2. PURPOSE

a. The disaster assistance simulation is designed to exercise and refine cognitive skills associated with the U.S. response to a foreign disaster within a "crisis management" situation. Participants are required to perform crisis-related duty functions, understand increased crisis reporting requirements, and make reasoned judgements and decisions under time constraints. They will be presented with an intense, dynamic environment in which to meet the following individual performance goals:

1. To actively participate in crisis decision and management.
2. To successfully interact with Emergency Action Committee (EAC) members, AID mission personnel (if present), higher and adjacent government departments, host country activities, private voluntary organizations (PVOs), and international agencies.
3. To exercise procedures contained in post plans and in the Department of State Emergency Action Manual (EAM), AID Handbook 8, and other relevant directives under the pressures of constrained time and often tragic conditions.
4. To understand the need for disaster preparedness planning and to appreciate the complexities of plans implementation and coordination.
5. To gain experience in applying analytic and systems techniques in crisis situations.

b. Throughout the training session participants will be required to interact with fellow EAC members as well as a variety of outside agencies, activities and other influencing factors. The concept is to generate a pressure-cooker environment where the press of events severely limits the time available to plan and act. When a highly placed, elected government official was recently asked what was the hallmark of crisis, he responded "I think it's very simple. All other things considered, you have a crisis when normal staffing, planning and decision making procedures are beginning to prove inadequate. When they don't work fast enough, that's when you shift into a crisis mode."² This disaster assistance training, then, becomes the vehicle which helps shift participants into that emergency mode.

c. This training is not intended as an all inclusive study of disaster assistance management. The focus of effort is rather on the pragmatic aspects of decisionmaking, disaster assistance planning and execution, policy formulation and coordination, and the implementation of responsive, fiscally responsible emergency relief measures.

² From speech by LTG Samuel Wilson (USA, Retired), at 1982 Unconventional Warfare Conference, Headquarters United States European Command, 25 February 1982.

3. METHODOLOGY

a. This disaster assistance training will simulate a sequence of events leading to and including the implementation of both the Mission Disaster Relief Plan (MDRP) and provisions of the Department's Emergency Action Manual (EAM) by participating players. The sequence of events consists of a structured scenario keyed to a range of teaching points covering such issues as hazard and vulnerability analysis, preparedness, prediction and warning, assessment, welfare and whereabouts of U.S. citizens, "action forcing" resulting from media coverage, requirements analysis, resource analysis, emergency assistance, rehabilitation, and reconstruction. Posts will form their Emergency Action Committee and assemble necessary plans, procedures, manuals, and other "tools". From this "mission operations center" players respond to and request actions of exercise controllers who represent the department, outside activities and agencies, the host government, and private citizens. The players interface with controllers via telecommunications cables (simulated), telephone, hand carried notes, and personal visits.

b. The structured scenario insures that teaching points will be addressed and reinforced if required. Exercise events are designed to satisfy training objectives by focusing on emergency management thought processes, procedures, and decisions. Events are specifically configured to stimulate standard mission and country team functions involving the disaster universe (Attachment 1). If the group dynamics within the EAC appear to be heading off track to the detriment of the exercise play, selected implementers will be introduced to set participants in an appropriate direction and emphasize the importance and requirements of EAC interplay. The scenario retains sufficient flexibility, however, to accommodate free play and stimulate participation. Participants are allowed a measure of freedom (within the constraints of exercise objectives and performance goals) to impose their collective efforts in determining outcomes. There is no book solution that brings the exercise to its conclusion. Instead, there are a variety of outcomes which are possible, depending on the participants' actions involving situational problems presented during the exercise and the controllers' judgements concerning the satisfaction of teaching points.

4. EVALUATION

a. Training evaluation is directed toward two audiences. The first is the Chief of Mission who needs to impartially measure overall success or failure of the EAC in terms of training objectives and performance goals in providing responsive, yet prudent, disaster assistance, during which he/she would have major responsibilities for U.S. government response. Additionally, the training should evoke feedback that permits subsequent post emergency planning modification and enhancement. The second audience, composed of the participating players, need to assess their performance in their roles within the Emergency Action Committee. Controller insights involving opportunities missed by players are useful, as are laudatory comments for those portions well done. Both purposes of the evaluation serve as meaningful training tools and provide participants with a relative sense of accomplishment, capability, and preparedness.

b. Exercise evaluation is a responsibility of the controllers. Their assessments will be made periodically throughout scenario implementation and will be based on perceptions and opinions; very little objective or hard, quantitative data will be available to "grade" participants. The evaluation, then, is sensitive to controller experience, background and knowledge of departmental procedures and policies within the crisis management and disaster assistance arenas.

c. The exercise is conducted as "no fault". This means mistakes made and observations rendered will remain at post for post and personal improvement only. There is no formal written report as to specific post performance. Aggregate, general observations of this and several other training sessions will be made to the OFDA. This fosters, and is meant to encourage, participants to work the problems through without regard to seeking a textbook or graded solution when time may be more critical to the risk at hand.

- Attachments:
1. Disaster Universe
 2. General Guidance for Participants
 3. Post Specific Guidance for Participants
(to be provided separately)

Disaster Universe

ORGANIZATIONS

GOVERNMENT

Disaster Center
 Chief of State
 Ministries:
 Social Affairs
 Defense
 Home Affairs
 Education
 External Affairs
 Agriculture
 Finance
 Health
 Planning
 Communications
 Transportation
 Public Works
 Water Resources
 Housing
 Labor
 Scientific Agencies
 Legislature

PRIVATE SECTOR

Red Cross
 Voluntary Agencies
 Scientific Institutions
 Commercial Enterprises

INTERNATIONAL ORGANIZATIONS

UNDRO	WHO
UNDP	FAO
UNEP	WMO
UNHCR	ESCAP
IGU	ASEAN
ITU	LORCS
IBRD	ICRC

BILATERAL DEVELOPMENT

REGIONAL ORGANIZATIONS

DISASTER TYPES

METEOROLOGICAL

Cyclone
 Storm Surge
 Tornado
 Storm
 Heat Wave

GEOLOGICAL

Earthquake
 Landslide
 Avalanche
 Volcano

MAN-MADE

Civil Strife
 Fire
 Accident
 Famine

HYDROLOGICAL

Drought
 Flood
 Flash Flood

EPIDEMIC

ENVIRONMENTAL

Deforestation
 Blight
 Pollution



TECHNOLOGY

Satellites	Information Systems	Food/Water
Aircraft Reconnaissance	Transportation	Packaging
Earth Stations	Medical Systems	Storage
Ground Sensors	Delivery Systems	"Appropriate"
Communications	Shelter	

DISCIPLINES

PHYSICAL SCIENCES

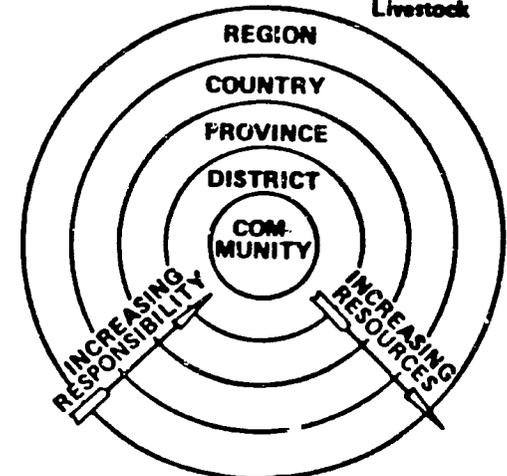
GEOGRAPHY
 Macrozoning
 Microzoning
 Cartography
 Demography
GEOLOGY
 Seismology
 Volcanology
 Geomorphology

HYDROLOGY
 Ground Water
 Flood Control
METEOROLOGY
 Climatology
 Weather Modification
OCEANOGRAPHY

APPLIED SCIENCES

ARCHITECTURE
ENGINEERING
 Seismic
 Construction
REMOTE SENSING
MANAGEMENT
 Budgeting
 Accounting
 Personnel
 Information Mgmt.
ANTHROPOLOGY
EDUCATION
 Training
TECHNOLOGY TRANSFER
ECONOMICS
POLITICAL SCIENCE

CIVIL SYSTEMS
 Search & Rescue
 Fire
COMMUNICATIONS
LOGISTICS
 Transportation
 Packaging
 Distribution
HEALTH
 Epidemiology
 Medicine
 Nutrition
 Pharmacology
 Sanitation
AGRICULTURE
 Crops
 Livestock



GEOGRAPHIC CONCERNS

PHASES OF THE DISASTER CYCLE

PHASE	RESPONSIBILITY AREA	FUNCTIONS
HAZARD ANALYSIS	Scientific Community	Analysis of mechanics of natural and man-made disaster in terms of causes and effects and with reference to temporal and areal probability of incidence.
VULNERABILITY ANALYSIS	Geographic Communities Scientific	Estimation of where and when natural hazards will strike populations.
PREPAREDNESS	Disaster Planners Civil Defense Scientific Community Legislators Institutions/Media	Mitigation Programs Organizational Development Physical Adjustments Education and Training Legislation Logistics and Communications
PREDICTION AND WARNING	Government Officials Scientific Community Disaster Managers Communications/Media Civil Defense	Monitor Precursor Events Recognize Dangerous Phenomena Analyze Potential Threat Assess Political Consequences Alert Public
MOBILIZATION	Disaster Managers	Alert Responsible Officials Activate Funding Mechanisms Requisition Emergency Resources Manage Relief Organization

ASSESSMENT	Disaster Managers Scientific Community Military/Civil Defense Red Cross	Determine Damage Determine Causes/ Effects Determine Resource Deficits
REQUIREMENTS ANALYSIS	Disaster Managers	Estimate Resources In Community Estimate Outstanding Needs Identify Unmet Requirements Priorities Require- ments
RESOURCE ANALYSIS	Disaster Managers Procurement Specialist Logistics Specialists	Define Requirements Determine Least Time/ Least Cost Source
RESCUE AND EVACUATION	Civil Authorities Military Red Cross	Insure Survivors Safety
EMERGENCY ASSISTANCE	Disaster Managers Civil Authorities Military Red Cross Private Sector Other Donors	Monitor Situation Analyze Continuing Needs Requisition and Procure Transport and Deliver Provide Life- Sustenance, Health and Comfort
REHABILITATION	Disaster Managers Civil Authorities Military	Bring Stricken Community to State of Normality
RECONSTRUCTION	Development Experts Disaster Managers Scientific Community Private Sector	Bring About Higher Quality of Life/ Security against Disasters

GENERAL GUIDANCE FOR PARTICIPANTS

Objective

The objective of the exercise is to expose you to problems which are representative of those you may be expected to encounter during a disaster situation at an overseas mission. Although the decisions which will be required may not be those which may confront you in an emergency at your particular post, it is the process of arriving at those decisions, the requisite coordination involved, and the necessary Emergency Action Committee (EAC) teamwork that are the targets of this approach.

Scenario

The simulation scenario relates fictitious events selected as having some likelihood of occurrence at your post under current or projected circumstances. These events, however, are based on real world problems and many actual past occurrences. Participants will assume roles of the EAC as it is planned to be formed, organized, and directed at your post. As would be expected, there is a great deal of coordination required with the Department, the host government, private voluntary organizations, international agencies, American, local national, and third country citizens, and the US military.

Exercise Methodology

The exercise scenario will unfold via simulated telegrams and other written material, telephone calls, or visits by Controllers pretending to be, for example, a member of the Embassy staff outside the command post occupied by the EAC. The Controllers will be the outside world for all communications from the EAC, e.g., the Department, third country Embassies, Ministries, local officials, or private organizations. Should the post phone the Department, another Embassy, or a local firm, for example, a Controller will play the part of the person or agency called. Telegrams to the Department or to other posts will be passed to the Controllers, who will send the response to the players as an "incoming" cable.

There is no prescribed outcome to the play. While a basic scenario theme exists to guide the Controllers, the direction of play also depends on the players and the manner in which they can influence developments by their decisions and initiatives.

Neither the post nor the participants will be "graded" on performance in the exercise. However, on conclusion of the exercise there will be a post-mortem evaluation period with the Controllers to review play and perceived outcomes.

II. Training Objectives

Phase I D-Day	Phase II D+36 Days	Phase III D+7 Days	Training Objectives
18/22 24	34/35 37/46 52	1. Control of Relief Goods.	<ul style="list-style-type: none"> o Relief not getting to the people. o Monitoring PVO's. o Corruption, US image. o Return of nonconsumables.
19/22 24/28	36/51	2. Contribution of Other Donors.	<ul style="list-style-type: none"> o Coordination. o Burden-sharing (US fair share). o US/EEC-PAHO (slug cables pass UNDRO).
20/28	45/47 48/49	3. Justification of Mission Requests.	<ul style="list-style-type: none"> o Requests for field hospitals, water purification units, inflatable boats (availability, costs, disengagement, return, real needs). o Help OFDA to help.
19	39/47 49/50	4. Costs.	<ul style="list-style-type: none"> o Funding for major catastrophe is always short. o Military often costs more than civilian. o Local purchase.
13	35/37	5. Public Relations.	<ul style="list-style-type: none"> o Positive US image. o Handling negative media - accusations (too little, too late), military use, black market. o Host country sensitivities.

Phase I D-Day	Phase II D+36 Days	Phase III D+7 Days	Training Objectives
	22/28	45/46 47/52	<p>6. Nature of Relief Goods.</p> <ul style="list-style-type: none"> o What advice does the mission give to relatives, private organizations on what to send. o Floodlights in stockpile. o What will host country allow in and out. o Uneven application of assistance/resources. o Plastic better than tents.
03/04	17/31 32/34 38	40/41 42/44	<p>7. Common Roles and Makeup of EAC and DRC.</p>
	15/18 32	39	<p>8. Permits and Agreements.</p> <ul style="list-style-type: none"> o Overflight. o Import and export. o Status of forces - immunities (arrange beforehand).
03/04	14		<p>9. Peace Corps.</p> <ul style="list-style-type: none"> o Use in disaster assessment. o P/C skills inventory. o Skills inventory of local community.
02	11/15 18/21 25/26 27/33 34	40/43 44/48 50/51	<p>10. Mission Command, Control and Coordination.</p> <ul style="list-style-type: none"> o Appropriate authority for actions taken. o Disconnects. o Is quick fix integrated in long term solution.
	03/04 26/33	52	<p>11. Prevention/Mitigation.</p> <ul style="list-style-type: none"> o US position and policy.

Phase I D-Day	Phase II D+36 Days	Phase III D+7 Days	Training Objectives
04/05 06/09	16/27 31/33	40/41 42/43 48	12. Mission Reporting, Feedback. <ul style="list-style-type: none"> o Internal. o External.
	10/12 18/23 25/26 27/30 33		13. DAST <ul style="list-style-type: none"> o US policy. o Coordination (DOS, DoD, Local Government). o DAST composition.

III. Scenario Table Of Contents

Disaster Assistance Simulation Exercise

Scenario Table of Contents

Pre-Exercise (September 3-7)

Information.
(H01) September 3-7, Background, Hurricane Ricardo.

Information.
(H02) September 6, 0600 hours, Cable TO: AMEMB, FM: SECSTATE, Subject: Hurricane Advisory

Post Action Required.
(H03) September 7, Memorandum TO: DCM, FM: AMB, Subject: Request for Briefing.

Phase I, D-Day (September 8, Thursday)

Post Action Required.
(H04) 0900 hours, Post Briefing Conducted.

Information.
(H05) Cable TO: SECSTATE FM: AMEMB, Subject: Hurricane Ricardo: Situation as of 1600 hours Thursday, September 8.

Information.
(H06) 1100 hours, Cable TO: SECSTATE, FM: AMEMB. Subject: Hurricane Ricardo, Mission Preparedness.

Information.
(H07) 2300 hours, News Broadcast, NBC.

D + 1 Day (September 9, Friday)

Information.
(H08) 1100 hours, News Dispatch, TO: AP, FM: Correspondent, Kingston, Subject: Shock Sets in After Hurricane Ricardo.

Information.
(H09) 1500 hours, Cable TO: SECSTATE FM: AMEMB Subject: Hurricane Ricardo SITREP No. 1.

Phase II D + 36 Hours (September 10, Saturday)

Information. (H10)	0700 hours Cable TO: SECSTATE FM: AMEMB Subject: Hurricane Ricardo: Request for Disaster Help.
Post Action Required. (H11)	0715 hours Embassy Intercom TO: DCM FM: AMB, Subject: Jamaican Request for Disaster Help.
Information. (H12)	0845 hours Cable TO: COMUSFORCABIB, FM: USMLO JAMAICA, Subject: Disaster-Relief Operations.
Post Action Required. (H13)	0910 hours Cable TO: USIS Kingston, FM: USIA, Subject: US Media On-Site Coverage.
Post Action Required. (H14)	0915 hours, Cable TO: Amemb, FM: Peace Corps, Subject: Welfare of PCV's.
Post Action Required. (H15)	0920 hours Message (hand delivered) TO: EAC FM: ODP Subject: Urgent Need for Vehicles.
Post Action Required. (H16)	0925 hours Telephone Call TO: EAC, FM: OFDA, Subject: Regarding generators.
Post Action Required. (H17)	0930 hours Visit TO: EAC, FM: Freddy McBurger, Subject: AMCIT Tale of Woe.
Post Action Required. (H18)	1000 hours Cable TO: USEMB, FM: COMUSFORCARIB, Subject: Disaster-Relief Operations.
Post Action Required. (H19)	1020 hours Telephone Call TO: EAC, FM: Sunset State Fruit, Subject: Offer.
Post Action Required. (H20)	Memo TO: MDRO, FM: ODP, Subject: Request for Inflatable Boats
Post Action Required. (H21)	1045 hours Radio Call TO: EAC, FM: Ham Radio Operator, Subject: Ham Operator Receiving Calls.

Information. (H22)	1140 hours Cable TO: AMEMB, FM: SECSTATE, Subject: Hurricane Ricardo: Offer of Relief Goods Through Senator Dole.
Post Action Required. (H23)	1145 hours Note TO: AMB, FM: Minister of Foreign Affairs, Subject: Confirming Request.
Post Action Required. (H24)	1150 hours Telephone Call TO: EAC, FM: Monongahela Crystal Pure Water Corp., Subject: Offer.
Information. (H25)	1150 hours Cable TO: COMUSFORCARIB, FM: COMUSFORCARIB REP, R.R., Subject: Disaster Assistance Survey Team.
Post Action Required. (H26)	1200 hours Cable TO: AMEMB, FM: SECSTATE, Subject: US Disaster Relief Operations.
Post Action Required. (H27)	1330 hours Letter TO: Prime Minister, FM: AMB, Subject: Formation of Assessment Team.
Post Action Required. (H28)	1500 hours Letter TO: Amb, FM: MED Officer, University of the West Indies Hospital, Subject: Urgent Need for Medicines.
Information. (H29)	1600 hours Note TO: AMB, FM: Prime Minister, Subject: Composition of Assessment Team.
Post Action Required. (H30)	1600 hours (Attachment to Note) Memo TO: Prime Minister, FM: Waverson, Subject; Disaster Assessment Team.
Post Action Required. (H31)	1610 hours Telephone Call TO: AMEMB, FM: Milford Bokes, Subject: Welfare and Whereabouts.
Post Action Required. (H32)	1630 hours Message (hand delivered) TO: EAC, FM: ODP, Subject: Accident to Mission Vehicle.

Information.
(H33)

1530 hours Press Dispatch: UPI, FM: Gordon
Kingsworthy, Subject: Hurricane Ricardo Aftermath.

Information.
(H34)

1600 hours Cable TO: SECSTATE, FM: AMEMB,
Subject: Hurricane Ricardo, SITREP as of 1600 hours,
Wednesday, September 14.

Phase III D + 7 Days (September 15, Thursday)

Post Action Required.
(H35)

0955 hours Telephone Call TO: PAO FM: Director of
USIA/AR, Subject: Article in Times.

Post Action Required.
(H36)

1020 hours Cable TO: SECSTATE, FM: AMEMB,
Subject: Hurricane Ricardo: Comparative Relief
Efforts.

Post Action Required.
(H37)

1030 hours Telephone Call TO: DCM, FM: Deputy
Foreign Minister, Subject: New York Times Article.

Post Action Required.
(H38)

1115 hours Telephone Call TO: AMEMB, FM: Dr.
Theodore Yankel, Subject: Welfare and Whereabouts.

Post Action Required.
(H39)

Telephone Call TO: DATT, FM: Executive Assistant
MOD, Subject: Request for Military Equipment.

Post Action Required.
(H40)

1452 hours Broadcast, JBC, Subject: Fire.

Post Action Required.
(H41)

1457 hours Telephone Call TO: Economic Counselor,
FM: Robert Petrow, Haytian American Sugar
Company Subject: Fire.

Post Action Required.
(H42)

1535 hours Telephone Call TO: PAO, FM: Local
Radio Buff, Subject; Fire.

Post Action Required.
(H43)

1545 hours Cable TO: AMEMB, FM: SECSTATE,
Subject: Kingston Fire Disaster Assistance From
National Association of Fire Chiefs.

Post Action Required.
(H44)

1605 hours Telephone Call TO: EAC, FM: Disaster
Control Center, Subject: Request for Fire Control
Assistance.

Post Action Required. (H45)	1613 hours Telephone Call TO: DATT, FM: Executive Asst of MOD, Subject: Request for Fuel Bladders
Post Action Required. (H46)	1635 hours Telephone Call TO: AMEMB, FM: OFDA, Subject: Emergency Drug Supplies.
Post Action Required. (H47)	1645 hours Cable TO: SECSTATE, FM: AMEMB, Subject: Request for Fire Assistance.
Post Action Required. (H48)	1700 hours Telephone Call TO: MDRO, FM: MED Officer, Subject: Plea for Assistance.
Post Action Required. (H49)	1710 hours Telephone Call TO: DCM, FM: Prime Minister's Office, Subject: Request for Fuel Bladders
Post Action Required. (H50)	2000 hours Cable TO: Amemb, FM: SECSTATE, Subject: Kingston Fire Disaster Relief.
Post Action Required. (H51)	2025 hours Note TO: EAC, FM: Local Traveler, Subject; Offer to Help.
Post Action Required. (H52)	2030 hours Cable TO: AMEMB, FM: AID/W, Subject: Focus of Relief Effort.

IV. Scenario

HURRICANE RICARDO: HAITI

Hurricane News

The August 29th morning weather broadcasts over the Haitian radio stations and Tele Haiti reported the development of a tropical depression in the doldrums area of the Atlantic, 10 degrees north of the Equator, and 30 degrees west, off the Cape Verde Islands. Satellite photographs show a suspicious disturbance developing into a tropical depression. NOAA's Hurricane Hunter reconnaissance verified a developing storm.

Three thousand miles to the west in Port-au-Prince, the merchants are getting ~~over~~ a busy weekend and looking forward to a good following week. The weather is fine, with blue skies and daytime temperatures in the 80s. At night, the temperature drops to the mid-70s, giving visitors and permanent residents the kind of weather that has helped to make Haiti an attraction for its visitors.

In the south, the commercial fishermen have been out to sea for nearly three hours; at Port-au-Prince, the little fishing boats dot the glassy bay. Port-au-Prince itself is quiet with the normal activity of *Monday* morning. Police and firemen are gathering at their stations to talk about their weekend duty and get ready for the next week's routine. The Army and VNB are quietly pursuing their daily routine.

In the subsequent four days, news broadcasts continue regarding the tropical depression moving west. When its winds increased to 50 mph, it was called a tropical storm and became eligible for a name--Ricardo. Ricardo was moving at a rate of 350 to 400 miles per day, with a gradually increasing forward speed. It remained well away from any land mass; so storm forecasters could not yet predict any landfall.

During the last day of August, Ricardo veered directly west and picked up speed. Hurricane Hunter reported winds near 70 mph in the center, with further intensification expected. By afternoon, the tropical storm had become a hurricane. Before the day ended Ricardo's winds reach 80 mph near the storm center, and hurricane warnings were issued for the Windward Islands.

While the hurricane's movement was unpredictable, as always, and its speed only 20 mph, national forecasters began to speak of the possibility that Ricardo could strike across the northern Caribbean. As yet, no warnings were issued; residents were advised to pay attention to weather bulletins.

Haitian officials began to speak of a possible hurricane, but at this point it was merely banter around the coffee urn rather than any specific planning or action. Some of the merchants listening to the weather broadcasts were thinking that the coming week could be very poor for business. Tourists will be frightened away and those who do arrive will probably not come out to the restaurants and attractions in the evenings. Those who had tentative plans to come to the Caribbean that week would probably cancel.

By September 3rd, a hurricane watch was in effect for the Windward Islands. Gale warnings were issued for the areas within several hundred miles around Ricardo's eye. Hurricane Hunter reports describe winds of 95 mph at center. Small craft warnings and warnings of high storm tides on the Islands' coasts.

Haitian officials ~~are~~ constantly monitoring weather broadcasts, waiting for the forecasters to clarify the picture for them locally. Some visitors decide to leave and cut short their vacations. Some merchants and residents begin to purchase plywood to put over their store windows, and many begin to prepare for the fact they may have a few unpleasant days ahead, if not a hurricane.

Sunday, September 4

Ricardo, which is now a Class II intensity hurricane, hits the Windwards shortly after midnight, directly impacting Barbados. The small islands of St. Lucia and St. Vincent are braced for the worst. Hurricane warnings are issued for the Virgin Islands and Puerto Rico. Gale warnings are added for the Dominican Republic's southeastern coast. As the day drew to a close Ricardo moves west and slightly north.

Monday, September 5

Hurricane Ricardo travels a path between St. Lucia and St. Vincent, wreaking severe damage on both small islands as well as their neighbors.

In Haiti, some residents of Port-au-Prince and other coastal towns have taken the precaution of boarding up windows and securing loose outdoor furniture and other lightweight objects. Others, who did not want first-hand experience with hurricanes or severe storms, have simply packed up and left. The roads and streets of the capital are beginning to show very heavy traffic for mid-week.

Ricardo continues its north westerly path, thereby sparing the Virgin Islands and Puerto Rico from its full fury. It is a blessing, for Ricardo is a monster: winds around the storm center have reached 140 mph; gale-force winds cover tens of thousands of square miles.

Tuesday, September 6

Fortunately, Ricardo remains in the Caribbean Sea, where it does no additional direct harm to any islands. While crossing the Sea, in a west, north-westerly direction, it gathers additional energy from the warm waters and builds to a Class III hurricane.

In Port-au-Prince town officials are reviewing their emergency plans and are beginning to brief their employees on what needs to be done. Temporary employees are given special instructions and asked to assist in providing first aid and emergency assistance. Plans to prepare and staff the General Hospital in Morne A Tuf as a central aid station are reviewed for rapid implementation. All hospitals are alerted.

People are advised to stay out of the water because of the increasing undertow and higher waves. The Coast Guard is monitoring the harbor traffic to keep boaters from going out in defiance of the small craft warnings. A few bold but naive young surfers on the south coast think that this could give them the chance to work with some especially high waves. (Later it was reported that one surfer drowned.) Heavy rains and winds prevail throughout the day and into the night as Hurricane Ricardo dominates the weather in the area.

Wednesday, September 7

Scattered showers are occurring in Port-au-Prince and environs. The television and radio stations are broadcasting the hurricane watch as well as the official notice that

everyone should evacuate the low-lying areas. Police cars equipped with loudspeakers begin to patrol the city directing all residents to take shelter. Police are spreading out through the most dangerous areas of Port-au-Prince urging residents to move to safer places. Similar warnings are given to the owners and managers of waterfront buildings.

Residents are advised to fill bathtubs or any available storage containers with water as well as take other health and safety precautions in their homes. The water system is shut down at 3 p.m. to maintain the supply in the higher lying tanks. Merchants continue to make preparations by boarding up their windows, many late believers scrambling to find suitable materials to do so.

As winds around the island begin gusting around 25-30 mph, small craft warnings are issued by the Coast Guard station. Most of the small boats are in, although some fishing trawlers are still out south of the island since they are easily able to handle this kind of weather. Elsewhere on the island a handful of pleasure boat owners, with boats that could be placed on trailers, are already worried enough to haul their boats out of the water. The scattering of larger boats snug up to whatever shelter they can find.

People who can are leaving Port-au-Prince for higher ground. The roads are totally clogged. The traffic conditions are made more severe by a small stream of boat, home, and store owners coming into Port-au-Prince as well as curiosity seekers coming in "for the action". As many as possible are turned away by the police. As the day goes on, many boats and vehicles are temporarily abandoned; stalled vehicles are pushed off the roadway at several points. Winds sometime exceed 50 mph now, and the fighting reality of the power of a hurricane has impressed the watchful citizens. Police and fire officials assisting with the evacuation have problems managing the traffic. Almost the entire fire and police staff is engaged in traffic control (or is bogged down in traffic congestion), leaving relatively few officers to patrol residential areas, advising residents to leave or go to higher areas and secure buildings. One official expresses his frustrations when he says, "If they don't know they should leave by now, our telling them once more isn't going to help."

The US Mission has been following the course of the hurricane closely. The MDRO has reviewed the MDRP and been in touch with local authorities. At 4 p.m. on

Wednesday, the DCM receives a memorandum from the ambassador asking for a briefing on Mission preparedness. (Attached)

H02

EXERCISE

IMPLEMENTER D + 7 DAYS NO. —

Cable (received 0600 Sept. 7).

FROM: SECSTATE

TO: AMEMBASSY PORT-AU-PRINCE IMMEDIATE

INFO: AMEMBASSY KINGSTON IMMEDIATE
· AMEMBASSY SANTO DOMINGO IMMEDIATE
AMEMBASSY NASSAU IMMEDIATE

AIDAC from OFDA

SUBJECT: Hurricane Advisory

1. Wish to call posts' particular attention to latest hurricane advisory from U.S. National Hurricane Center.
2. At 0100 hours on September 7, Hurricane Ricardo was located at 17N, 73W. It has been proceeding in a north west direction for the past 12 hours, and is expected to continue on this course. The wind speed was reported at 110 mph, with central pressure at 930 millibars. The hurricane is traveling at about 20 miles per hour. The hurricane force winds extend about 40 miles in all directions, with gale winds extending 150 miles north and 100 miles south of the center of the storm.
3. Tides are expected to run 5 to 8 feet higher than normal during the hurricane on south east coast.
4. Residents of the warning areas are advised to take actions to protect life and property.
5. Hurricane warnings are in effect for Dominican Republic, Haiti, Jamaica. Hurricane watch is in effect for Bahamas, Caymans and gale warnings are in effect for all of the islands north west of Hispaniola.

H03

EXERCISE

IMPLEMENTER NO. _____

Memorandum

MEMO TO: DCM
FROM: Ambassador
DATE: September 7, 1983
SUBJECT: Request for Disaster Briefing, Wednesday at 4 p.m.

The hurricane news sounds bad. We have had other alerts this season, ^{but} I need to be fully assured of our readiness to handle any situation that might arise.

Please brief me tomorrow at 9:00 a.m. in the conference room. I will want to know something of how you assess the local preparedness effort as well as how ready we are ourselves.

I will expect all key players on the Mission staff to participate in the briefing.

H04

TO BE FURNISHED BY POST

H05

EXERCISE

IMPLEMENTER PRE-EXERCISE NO. ___

Cable

FROM: AMEMBASSY ~~KINGSTON~~ **PORT-AU-PRINCE** NIACT IMMEDIATE

TO: SECSTATE

INFO: SECDEF NIACT IMMEDIATE
JCS NIACT IMMEDIATE
CINCLANT NIACT IMMEDIATE
COMNAVFORCARIB NIACT IMMEDIATE
COMUSFORCARIB NIACT IMMEDIATE
USCINCSO NIACT IMMEDIATE

UNCLASSIFIED

AIDAC for OFDA

SUBJECT: Hurricane Ricardo: Situation as of 4 p.m. Thursday, September 8

1. According to local data, the front edge of the hurricane is less than one hundred miles east of Jamaica and moving directly on the island at minimum 20 mph. Authorities here are predicting direct hit on Kingston tonight if present course continues.
2. Winds here are gusting to 60 mph. Rains continue heavy and the sky is darkening rapidly as the hurricane approaches. The traffic leaving the city is badly clogged. High seas are battering the Palisadoes and we are unable to determine whether the airport is still accessible. It was closed to all traffic this morning as reported earlier. Police have now blocked off entire waterfront area.
3. No reports yet of injury or damage in American community. All mission personnel have again been instructed in hurricane precautions. We plan to have key members of staff at the Chancery or immediately available all night tonight.

H06

EXERCISE

IMPLEMENTER NO. —

Cable

FROM: AMEMBASSY PORT-AU-PRINCE
TO: SECSTATE, IMMEDIATE 1100 September 8
INFO: SECDEF IMMEDIATE
JCS IMMEDIATE
CINCLANT IMMEDIATE
COMUSFORCARIB IMMEDIATE
CINCSOUTH IMMEDIATE

AIDAC FOR OFDA

SUBJECT: Hurricane Ricardo: Mission Preparedness

1. In response to Department's telephone inquiry regarding mission preparations for possible hurricane disaster, please be assured that MDRP has been fully aired and local contacts established.
2. Ambassador briefed in meeting at 0900 today with key mission participants concerning Mission preparedness for disaster plan implementation.

H07

EXERCISE

IMPLEMENTER NO. _____

NBC News Broadcast 11 p.m. Thursday, September 8

"Hurricane Ricardo smashed into the island of Jamaica this evening about 9 p.m. According to Harry Laffe, our news correspondent in Kingston, whose message was one of the last to get through, the situation was one of severe hardship and destruction. The storm surge into Kingston harbor had reached eight feet with ten foot high battering seas. The waterfront devastation was indiscriminate and shocking. The airport was inaccessible. Harborfront buildings were reported flooded to a depth of several feet, and damage to the port was already extensive. The main business section of Kingston was in shambles; and residences were strewn with what once were shutters, roofs, stately palms, and shiny cars. A number of inhabitants of the poorer, lowlying barrios had been reported drowned while frantically seeking safety on higher ground.

Stay tuned to this network for further bulletins on this tragic hurricane situation in Jamaica."

H08

EXERCISE

IMPLEMENTER D - DAY NO. ____

News Dispatch (sent at 1100 Sept. 9)

FROM: AP Correspondent John Abel, Port-au-Prince
TO: AP
SUBJECT: Shock Sets in After Hurricane Ricardo
(Following is background for news spots on Haiti hurricane)

PORT-AU-PRINCE, Sept. 9. We have just passed through the greatest hurricane to hit Port-au-Prince in this century. For those who have not experienced it, the force and fury of the winds and seas is impossible to imagine. They have left the country staggering and battered with a human toll already estimated in the hundreds.

By about 7 p.m. last night, traffic had virtually stopped due to extreme road congestion in the city and inland. Police and fire officials, exhausted from long hours on duty, were gathered at their command posts to sort out the next move. No one could keep count of how many had left Port-au-Prince, but it is now clear that relatively few persons fled its crowded shantytowns. The more fortunate stayed in hotels and high rise apartments thinking they would be safe. One policeman reports that numerous residents of one of the new swinging-set Ocean View Apartments stayed and had a hurricane party. But some of them didn't live to regret the decision.

By 9 p.m., ten-foot waves were battering the waterfront. In the harbor piers were crumpled and waterfront structures were flooded to a depth of several feet. A number of inhabitants of the low lying neighborhoods had been reported drowned; others had frantically sought safety on higher ground. Several stories of heroic rescues by fire and police were told.

A couple of hours later, as the eye of the hurricane passed over the city, the winds dropped to 10 mph. The air, as usual in the eye, became ominously warm and humid. It was an eerie period of about 20 minutes, calm yet frightening. Some people tried to make it back to their homes or to their businesses; a number died in the attempt.

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During this period, several feet of water remained in the streets because of the storm surge which affected the entire water level of the harbor with dangerous flows and deep areas. The sea was in the lobby of many of the city's ocean-front buildings, as well as in all kinds of buildings and down the coast. The glass was broken out of the windows in the city's modern hotels and apartments. It was now clear that the waves had washed away the footings of some of the piers and most were no longer usable.

In less than one-half hour, the winds again quickly reached hurricane force, indicating that the eye of the storm had passed by. For about six more hours hurricane-force winds pounded the area. The radio meteorologist said the winds were clocked at 112 mph, which meant that Hurricane Ricardo was a Class III hurricane (as measured on the Saffir-Simpson scale).

When the storm resumed, many of those who had stayed as a lark were in a state of panic. Hotel owners and building managers tried to calm those who had stayed, and get them into the safer areas, such as the hallways on the second and third floors. In the shanty towns and in buildings of cheaper construction pieces of tin roofing and glass ripped through walks and into hallways. The wave action and heavy rain made everything seem like a wall of water.

By early morning today, the winds had dropped to below 90 mph, and the hurricane was about 100 miles NNW. The water level was increasing again with the normal tides, although there was a decreasing influence of the storm surge.

Waves continued to batter the waterfront. High winds still raked the area, causing more buildings to collapse under the combined beating of wind and water. Reports on the number of people killed and injured were incomplete but local authorities were reporting a growing death toll from drowning and from the collapse of a warehouse building near the waterfront where many had gathered to ride out the storm. It was only by afternoon, when the wind and water dropped a bit, that emergency vehicles were able to get through in some parts of town.

Calls for ambulances to aid the injured were coming in fast and furiously; but travel was still impossible. Two American doctors in residence at one of the hotels volunteered to help and they and a number of local physicians had to be driven by the fire

department to the General Hospital which is serving as a center to provide first aid for the injured. All hospitals are crowded to the walls. A critical problem is the lack of plasma and whole blood to aid those who had been severely cut by flying debris. People are still losing their lives because they are unable to get to medical assistance. Officials are now estimating the death toll at several hundred and injuries from flying debris, exposure, etc. at many times that.

Winds are now dropping to about 20 mph, with occasional higher gusts. Government officials, with the aid of Armed Forces units, have begun to comb the debris to look for the injured and the dead. The President has called for international help.

H09

EXERCISE

IMPLEMENTER D - DAY NO. ____

Cable

FROM: AMEMBASSY PORT-AU-PRINCE

TO: SECSTATE NIACT IMMEDIATE

JCSO IMMED.
USCINCSO IMMED.
COMNAVFORCARIB IMMED.
AMEMBASSY BRIDGETOWN IMMED.
SECDEF NIACT IMMED.
AMEMBASSY SANTO DOMINGO IMMED.

CINCLANT IMMED.
COMUSFORCARIB IMMED.
US MISSION GENEVA IMMED.
AMEMBASSY KINGSTON
AMEMBASSY ANTIGUE IMMED.

SUBJECT: Hurricane Ricardo: Sitrep No. 1, 1500 September 9

AIDAC for OFDA
Geneva for UNDR0
Antigua for Preparedness Team

1. As reported in previous cables, Hurricane Ricardo hit Port-au-Prince at 2100 September 8, coming in directly over SW Dominican Republic and the connecting valley, proceeding northwest across the tip of Nord-Ouest Province. This is the first round-up Sitrep from the Mission covering the situation in Port-au-Prince and elsewhere on the island, as we can gather data. At this point, we are piecing together a messy and highly disrupted situation. We will continue to be in regular touch with Department, AID and military by phone since the international telephone links seem to be working.

2. Thus far, Port-au-Prince is picking itself out of the debris of the worst hurricane to hit the city in many years. While local and national authorities had monitored this storm closely, and had implemented their preparedness plans, in actual fact the impact and resulting devastation were beyond expectation. The overwhelming force of the hurricane disrupted island communications; placed a crushing burden on the public safety organizations and mechanisms; and caused death, injury, and property damage far beyond what could be planned for or handled. We have been in constant touch with headquarters of the Haitian disaster committee through E&E radio and by messenger since the departure of the storm. Although international telephone service is still operating, (local telephone lines are all down, tangled with the power lines in the streets. This is making contact even by messenger a dangerous adventure. We have offered to help but have thus far received no specific requests.

1
27

3. The water plant is inoperable and probably will be for a period of several weeks. Water pipes have been broken in many places, plus the heavy rains and wave action have brought all kinds of offal into the harbor. Sanitation is a major problem at this time.

4. Vehicular travel along the streets is impossible. Debris and sand is everywhere as a result of the overwashes, wind and wave action. Only four-wheel drive vehicles are able to move around the lower town. More Armed Forces units have been called to clear the streets and to help restore water and try to do something about the sewage problems. The power company has also begun to assess damages; it estimates that it will take several weeks of full-scale effort to replace the power lines and damaged transformers virtually all of which were above ground. The telephone company makes a similar estimate, although lines essential to disaster emergency management could be restored within a matter of days. Police and fire radio communications are the main communication links on the island.

5. The Army and police continue to turn away people trying to come into town, including panicky relatives of those thought still to be in the lower town and alarmed owners attempting to get back to see how their houses fared in the storm. Throughout Port-au-Prince hundreds of homes are literally gone, including a number where only a few sticks of lumber and remnants of foundations remain to show that they had once been there. Two of the waterfront buildings are so underwashed at their foundation as to be totally unsafe; they are candidates for the wrecking ball. The first floor of the Chancery is a shambles; we will need immediate FBO help in assessing whether we can reoccupy certain areas. Most of the hotels weathered the blow, although damage is extensive to the exteriors.

6. Even more serious is the reported damage done to the airport, docks, and roads, through which all local relief supplies and foreign assistance would ordinarily pass. Damage to the International Airport cannot yet be assessed; there are serious cracks and potholes dotting its surface but we are told these should respond to a temporary fix.

Bowen Field remains unserviceable with damage from flying debris (including one private plane that is now sitting in one of the main lobby).

7. The docks and piers are in bad shape, both from direct wave damage and from loss of warehouses and loading and unloading equipment.

8. Since the storm turned northwest from here, and the northern ports are reported to be in better condition than Port-au-Prince and to be able to handle traffic after minimum repairs. The Cap Haitien Airport is reported to be relatively intact. We have been unable to reach that area but are trying to get a team up there; the threat of landslides blocking the road make this difficult.
9. The President has called an emergency meeting of the National Disaster Committee to assess what is known of the damage thus far, to activate mechanisms to coordinate the work of the ministries and the Disaster Committee, and to deal with anticipated foreign offers and Haitian requests for foreign help. The President has already broadcast a broad appeal to the United Nations and "all Haiti's friends" for "help in this terrible moment of Haiti's need". We are trying to get to the President and in the meantime are trying to assess relief needs with the Disaster Committee.
10. Appreciate it if OFDA would alert DOD to possible request for DAST.
11. At this time no report no relief supplies can be air lifted into Kingston unless by helicopter from Cap Haitien. We have only 640 tons of PL-480 food in country and are unable to determine as yet how much of these local stocks are still useable. PVO's expect to report during course of this evening.
12. Further details and action requests will be sent soonest.

H10

EXERCISE

IMPLEMENTER D + 36 HRS NO. ___

Cable (sent 0700 Sept. 10)

FROM: AMEMBASSY PORT-AU-PRINCE
TO: SECSTATE NIACT IMMEDIATE
US MISSION GENEVA IMMEDIATE
USCINCSO IMMEDIATE
COMNAVFORCARIB IMMEDIATE
AMEMBASSY BRIDGETOWN IMMEDIATE
AMEMBASSY ANTIGUA IMMEDIATE
COMUSFORCARIB IMMEDIATE

FOR ARA/AS FROM AMBASSADOR
AIDAC FOR OFDA; GENEVA FOR UNDR0

SUBJECT: Hurricane Ricardo: Request for Disaster Help

1. I was called in urgently by the President at 0600 this morning. He made a formal request for "whatever help the US could provide to face the current disaster crisis and the subsequent period of suffering and rebuilding." At this time, he said, the great need is for an improved assessment capability, then for easily distributable foodstuffs; bulldozers to clear away the rubble to aid in recovering the dead and wounded; field hospitals to supplement the limited capacity of the country's hospitals; medicines of all sorts; inflatable boats for work in the flooded area; tents and blankets for those left without shelter; generators for emergency lighting in the hospitals and for 24-hour search and rescue operations; and also substantial numbers of kerosene lamps. The President referred me for details to the Disaster Committee and to those responsible in the ministries for details, but asked specifically if we would provide immediate some technical assistance in assessing the damage.

2. As the Department is aware from our previous communications, the hurricane has done enormous damage in the city and seriously affected the Northwest Province. We are following up urgently on the President's requests and will provide comment and assessments immediately in succeeding messages.

3. In the meantime, please advise availability and possible ETA of assessment team to meet the President's request.

H11

EXERCISE

Visit 0715 September 10

FROM: AMBASSADOR

TO: DCM

SUBJECT: PM's Request for Disaster Help

I have just dictated a cable on a conversation I had early this morning with the Prime Minister. Have a look at it and then see if you can't get the team to start firming up his requests. We should get our recommendations up to Washington immediately--let's aim at getting out a follow-up or follow-ups to my cable by mid-morning.

29

J12

EXERCISE

IMPLEMENTER, D+36 HRS NO ___

Cable

FROM: DAO, Port-au-Prince 0845 Sept. 10

TO: COMUSFORCARIB/J-3 IMMEDIATE

INFO: SECDEF IMMEDIATE
CINCLANT IMMEDIATE

SUBJECT: Disaster-Relief Operations

MAJ HIGHTOWER FOR LTC SMITH/J-3/5

Reference: a. USEMB PORT-AU-PRINCE SITREP No. 1
b. MEETING, USAMB/President Duvalier
c. COMUSFORCARIB CONPLAN 2500

1. This message provides current embassy agenda items which may repeat may require US military response. It has been coordinated with EAC.
2. Based on severity of Hurricane Ricardo (see reference alpha), President met with Ambassador, 0600 local today, and requested urgent US disaster-relief assistance. President specifically mentioned use of US military resources.
3. Post's Disaster Relief Committee is studying request and will be advising Ambassador immediately on this action. Scope of support under consideration includes a request for assessment assistance, presumably involving a possibility for DARF follow-on (depending on damage assessment) and air-photo of the island.
4. Recognize no action can be taken until response to request works its way through channels; this message provides heads-up.

H13

EXERCISE

IMPLEMENTER D+36 HRS NO. ____

Cable

FROM: USIA (received 0910 Sept. 10)
TO: USIS Kingston
INFO: SECSTATE
SUBJECT: US Media On-Site Coverage of Jamaica Hurricane Disaster
For PAO From Director, AR

1. We have been informed that the following have representatives now in Haiti or proceeding there soonest: New York Times, Washington Post, CBS (with a three person TV crew), AP, and UPI. We presume a number of others are on their way and will advise as information on their travel becomes available. Will appreciate your keeping us advised from your end.
2. Please advise also what arrangements made for handling media, both on Haitian side and by your post. Assume you are providing continuing information flow to them including full details of US effort. TV people will obviously be primarily interested in disaster footage; however, you should ensure maximum possible exposure to the arrival and distribution of appropriate US relief supplies, with emphasis on speed and effectiveness of US effort and coordination with other donors.
3. Will need daily report from you on media activities and USIS operations in order to respond to strong public, Congressional and White House interest.

HI 4

EXERCISE

IMPLEMENTER D+36 HRS NO. _____

Cable (received 0915 Sept. 10)

FROM: Peace Corps Washington

TO: AMEMBASSY PORT-AU-PRINCE TOPEC

SUBJECT: Welfare of PCV's in Hurricane Ricardo

FOR PD FROM RUPPE

1. Advise soonest situation with regard to PCV's and steps taken to assure their welfare. We are receiving inquiries from families, several of whom are quite distraught at disaster news coming out of the area. In particular, need information for Arla Brown, Gene Hruska, Don Leopold, Robin Masters, John Post, and Elizabeth Young, but remain deeply concerned welfare all volunteers and request maximum information flow at all times.
2. As coincident issue, it will be most useful for PC/W to have any specific examples of role PCV's playing in helping to meet the needs of disaster stricken inhabitants as relief efforts unfold. What are current plans for PC in-country participation?

H15

EXERCISE

IMPLEMENTER D+36 HRS. NO. _____

Message (Hand Delivered at 0920 Sept. 10)

FROM: ODP

TO: EAC

SUBJECT: ' Urgent Need for Vehicle

We have an urgent need for a four-wheel drive vehicle to get some food and especially water purifiers and medicines down to one of the distribution points on the north side. With so many sections of the streets washed out, only a four-wheel drive vehicle can get through. Ours are all out in other areas for the day. Our people over there have sent word that the situation in their isolated spot is getting desperate. We understand that you have some of these vehicles. Could you possibly lend us one for a few hours?

-2/2

H16

EXERCISE

IMPLEMENTER D + 36 HRS NO. _____

Telephone Call (received 0925 Sept. 10)

FROM: OFDA

TO: EAC

SUBJECT: Regarding Generators

I'm calling about the Ambassador's cable reporting a Haitian request for generators. We don't keep a complete stockpile of generators, since needs and types are so different in every disaster case. We will be glad to go after whatever we can get here, in Panama, or through PVO's or other donors (or purchase). To help justify our request when we go to these people. Let me have a cable giving number and capacity of generators needed as well as what is available on the local market and at what price. Copy it to Port-au-Prince, Santo Domingo, Caracas, and Panama to see what availabilities and delivery time we can drum up there, also to Geneva.

We will do everything we can, but we're beginning to run into real funding problems. We are always under pressure to convince Congress we are going for lowest cost sourcing--compatible with speed of delivery and desirability of US goods, of course.

Oh yes, the same thing goes for kerosene lamps. The Chinese have inundated the Caribbean with them--if you absolutely have to get involved in buying any, I'm sure you can find them locally. We don't supply them.

We're moving on the question of a DAST and awaiting your firm requests on the rest of the President's requests. Good luck!

H17

EXERCISE

IMPLEMENTER D+36 HRS NO. _____

Visit (0930 Sept. 10)

FROM: Freddy McBurger, AMCIT/Owner and Manager of Fatted Cow Fine Fast Foods

SUBJECT: . AMCIT Tale of Woe

My place is blown out. I've lost all the plate glass in the front of my store. The chairs and tables are blown all over the place, Lord only knows where. And the meat is spoiling in the freezer without electricity. I'm going to have to have some help getting back home--I'm broke and washed up. Can you find me a place to stay? Anything I can do to earn a few bucks while I'm waiting?

H18

EXERCISE

IMPLEMENTER D + 36 HRS NO. _____

Cable

FROM: COMUSFORCARIB/J-3/5/DR OPS (Contingency) 101000 Sept. 10

TO: DAO, USEMB PORT-AU-PRINCE
COMUSFORCARIB REP. ROOSEVELT ROADS IMMEDIATE
SECSTATE

INFO: SECSTATE IMMEDIATE
CINCLANT IMMEDIATE
USCINCSO IMMEDIATE
COMNAVFORCARIB IMMEDIATE

SUBJECT: Disaster - Relief Operations, Haiti

1. Reference message, DAO Port-au-Prince, subject as above, (NOTAL) and fonecon, CINLANT/COMUSFORCARIB
2. This is a planning message.
3. For DATT, Port-au-Prince. Appreciate advance warning. Informally advise Ambassador that this command stands ready to support his requirements, should it be determined that US military support is needed.
3. For COMUSFORCARIB REP. Request Pre-DAST and DAST Team plans/capabilities preview for initial survey activities in Haiti. Any funding, manpower or equipment shortfalls that would degrade mission capability should be reported COMUSFORCARIB/J-3/5/DR OPS Contingency/ via immediate precedence.
4. Be advised that no action is to be taken on the basis of this message to commit resources or implement provisions of COMUSFORCARIB CONPLAN 2500. Activation of disaster-relief operations must be authorized by JCS and under OPCOM CINCLANT.
5. For all. Will keep you informed as situation develops.

H19

EXERCISE

IMPLEMENTER D + 36 HRS NO. ____

Telephone Call (Rec'd 1020 Sept. 10)

FROM: Sunset State Fruit and Nut Association

TO: EAC

SUBJECT: Offer of 3,000 Cases of Fruit Salad

This is Red Sayles of the Sunset State Fruit and Nut Association calling from New York.

Some of our members are pretty upset about what's happening down there - lots of Haitians working for them, you know, so they get an earful. Anyway, we've decided to get together and offer you 3,000 cases of fruit salad in heavy syrup that we happen to have in a warehouse in New Orleans. New Orleans tells me that some of the cans are slightly swollen, but the fruit salad is in perfect condition.

Just get us the transportation and we'll get them down to you right away. How about it?

H20

EXERCISE

IMPLEMENTER D + 36 HRS NO. ___

Memorandum Recording Oral Request Transmitted by Messenger from Haitian Disaster
Committee Headquarters

TO: MDRO

FROM: MSG on duty

SUBJECT: Request for Inflatable Boats

Messenger from Disaster Committee arrived at Guard Desk September 9 at 1032 and left oral message through receptionist interpreter as follows (reconstructed from my notes): "We're still having a devil of a time with flooding out in the shanty area. Can't get teams in to find out the extent of the damage or get out the injured and isolated. We need some small boats to access the area for assessment and for general clearance and relief work along the sea front. We could use up to a dozen inflatable boats with 30 horsepower outboard motors. You are going to be asked officially, but we want to tell you the request is coming and urge you give this one highest priority."

I told him that I would make sure that the message was delivered.

H21

EXERCISE

IMPLEMENTER D+36 HRS NO. ___

Radio Call (1045 Sept. 10)

FROM: Ham Radio Operator on North Coast
Relayed by National Disaster Center

TO: EAC

SUBJECT: Ham Operator Receiving Calls About Missing Persons

Hello? Hello? This is John-Pierre from the Disaster Committee. I am relaying a message from Robert Dumont, a ham operator down in Jacmel. He says he is receiving calls from his friends, ham operators in the States, asking about the welfare of individuals here in this country. He asks what he should tell them and how he can be in direct contact with the American Embassy? What should I tell him? Our radio connections are spotty.

H22

EXERCISE

IMPLEMENTER D+36 HRS NO. ___

Cable

FROM: SECSTATE (rec'd 1140 Sept. 10)

TO: AMEMBASSY Kingston Immediate

SUBJECT: Hurricane Ricardo: Offer of Relief Goods Through Senator Dole
For Ambassador from ARA/DAS Smithers

1. Senator Robert Dole's senior Legislative Aide has just called me to say that one of the Senator's important constituents has started organizing the collection of old clothes and canned goods in the Wichita area for Haitian hurricane relief. He already has the Lions, Rotary, and other service organizations active, and several churches are participating in the drive and acting as collection points. Beech Aircraft is using its trade contacts to promote free transportation for what is expected to be several tons of miscellaneous goods.
2. Please have your people follow these shipments carefully and keep us fully advised regarding their arrival and disposition.
3. This message has been coordinated with OFDA which will advise you of shipment times wherever possible.

H23

EXERCISE

IMPLEMENTER D+36 HRS. NO. _____

Letter (rec'd at 1145 Sept. 10)

FROM: Minister of Foreign Affairs

TO: , AMBASSADOR

SUBJECT: Confirming Prime Minister's Request

My dear Mr. Ambassador:

We deeply appreciated your willingness to meet with His Excellency President Duvalier this morning.

This is to confirm both his request and its urgency. We are very much in need of support in assessing the extent of the disaster brought to this country by the hurricane. We know that you have experts in these matters, especially in your armed forces, who have provided assistance to Haiti and to other countries in the region in the past. I do not feel that major foreign military resources need be dedicated to relief efforts until we have a fuller view of our needs; but your help in initial damage assessment is most urgent.

May I ask you to inform the Presidency immediately when you have word on the assessment capabilities you might be able to provide and how soon? I should of course appreciate being kept currently informed.

I take this opportunity to express my appreciation and to repeat to you the assurance of my high esteem and personal regard.

61

H24

EXERCISE

IMPLEMENTER D+36 HRS NO. ___

Telephone Call (rec'd at 1150 Sept. 10)

FROM: Monongahela Crystal Pure Water Corporation

TO: EAC

SUBJECT: Hurricane Ricardo: Offer of Bottled Water

This is April Schauer of the Monongahela Crystal Pure Water Corporation in Pittsburgh. Some of the churches in western Pennsylvania have been pooling their money to get some pure drinking water down to those poor hurricane victims in Haiti. The papers have been hearing some pretty heart-rending stories about the water situation down there. We have 1,000 cases of four gallons each in plastic bottles all ready for shipment. We're providing this to the churches at our special wholesale price. Where do you want us to send it? Of course, they'll need transportation, but the church representatives understand your people can fund that.

H25

EXERCISE

IMPLEMENTER D + 36 HRS NO. _____

Cable

FROM: COMUSFORCARIB REP ROOSEVELT ROADS 101150 Sep 83

TO: COMUSFORCARIB IMMEDIATE

NFO: AMEMBASSY PORT-AU-PRINCE IMMED

CINCLANT IMMED

JCS IMMED

SECSTATE IMMED

SECDEF IMMED

USCINCSO IMMED

COMNAVFORCARIB IMMED

AMEMBASSY ANTIGUA IMMED

AMEMBASSY BRIDGETOWN IMMED

UNCLAS

AIDAC for OFDA

SUBJECT: Disaster Assistance Survey Team

REF: COMUSFORCARIB/J-3/5/DR OPS 101000 SEP 83

1. In accordance with COMUSFORCARIB request reftel, we are preparing DAST to proceed immediately to disaster area upon OFDA authorization. Composition of team is HC, civil engineer, medical officer, and communications team, total 3 officers and 4 enlisted (all US citizen military), plus two helicopters. Team to be augmented as required after initial on-site assessment subject to your capabilities for providing personnel augmentation locally. Pre-DAST team can be made up immediately from available resources, if required.

A. For DAO Port-au-Prince Request you urgently identify best landing site for 10 transport and ground logistics for immediate deployment.

B. Advise current situation as regards status of forces or other immunities in accordance with HC.

C. Request Embassy confirms HC clearance and agreement for arrival of team and equipment, for temporary positioning in country of transport and communications equipment and for reexport of such equipment. Further request you coordinate best radio frequency frequencies.

57

H26

EXERCISE

IMPLEMENTER D + 36 NO. ___

Cable (received 1200 Sept. 10)

FROM: SECSTATE

TO: AMEMBASSY PORT-AU-PRINCE

INFO: SECDEF IMMEDIATE
JCS IMMEDIATE
CINCLANT IMMEDIATE
COMUSFORCARIB IMMEDIATE
COMNAVFORCARIB IMMEDIATE
USCINCSO IMMEDIATE
AMEMB ANTIGUA IMMEDIATE
US MISSION GENEVA IMMEDIATE

SUBJECT: US Disaster Relief Operations, Haiti

References: (a) Request for military support
(b) Fonecon OFDA/OJCS and CINCLANT

AIDAC from OFDA; Geneva for UNDRO

1. Consistent with US policy of minimizing direct dependence on USG resources, including military, suggest that for assessment/survey operations:
 - a. Host country authorities constitute a combined military-civilian DAST capability to assess hurricane damage. Such a combined team can key on already in place national skills and be augmented as necessary by PAHO, Antigua Preparedness team, etc.
 - b. We are prepared to assist in such a joint effort by providing transport and communications support, if required, in addition to such specialized professional support as GOH requires. In meantime, we are sending an OFDA specialist and a military liaison officer from HQ, USFORCARIB for coordination. Will advise arrival time at Cap Haitien soonest; Mission please provide logistic support.
2. It appears well within GOH capabilities to rapidly pull together a team as described above. Believe GOH will be most interested in such an operation, which will go a long way in exercising Caribbean capabilities in disaster management. Please advise GOH plans.

H27

EXERCISE

IMPLEMENTER D + 36 NO. —

Letter handed by Mission Officer to the Sec'y of State for the Presidency, 1330 Sept. 10

FROM: Ambassador

TO: Prime Minister

SUBJECT: Formation of Assessment Team

Your Excellency:

In response to the request Your Excellency made of me in our meeting this morning, my government has indicated its readiness to assist in the damage assessment effort that the authorities of your country are undertaking and to provide all possible transport, communications, and specialized professional support to supplement Haitian capabilities and efforts.

I should appreciate Your Excellency's advice as to how your government would see the composition of such a team, employing skills available here and from international sources.

In the meantime, I expect US coordination teams (one from the Agency for International Development in Washington, D.C., and one from our Caribbean Forces headquarters in Key West, Florida) to arrive very shortly to help in putting together this joint effort.

Yours very sincerely,

H28

EXERCISE

IMPLEMENTER D + 36 NO. _____

Letter (rec'd at 1500 Sept. 10)

FROM: Medical Officer, General Hospital
TO: AMBASSADOR, United States Embassy
SUBJECT: Urgent Need for Medical Supplies

Dear Mr. Ambassador:

Your generous government has helped us many times in the past to meet the crises that have been inflicted on us by a cruel and indiscriminate Mother Nature.

Once more we are in urgent need of all kinds of medicines to help us take care of the epidemics that threaten us as a result of the flooding and the destruction of sanitary facilities and water lines.

Our government is most anxious to begin a mass vaccination program in order to prevent a catastrophe. It has asked me to request of you sufficient vaccines against typhoid, cholera, and tetanus, together with vaccinating guns, to make up the difference between the 500,000 inoculations the government believes we will need and the approximately 125,000 doses we have on hand.

I hope I may take the liberty of being in touch with you again on other specific needs.

With my personal appreciation and warm wishes.

Sincerely,

H29

EXERCISE

IMPLEMENTER D + 36 HRS. NO. —

Informal note (received 1600 Sept. 10)

FROM: Secretary of State for the Presidency

TO: Ambassador

SUBJECT: Composition of Assessment Team

My Dear Ambassador:

Based upon your kind response to request of his Excellency the President for disaster-assessment assistance, I am attaching a copy of a plan which details minimum essential United States participation. This plan has His Excellency's full approval and I am sending it to you in this somewhat rough form simply to help us save precious time.

As you will see, the assessment team is mainly composed of my country's professional experts, augmented where necessary and including a significant United States contribution. The President has personally chosen M. Etienne, Special Executive Assistant in this Secretariat, to take charge of this serious task. The President has great faith in his abilities and know him to be totally competent in crisis matters.

It is my sincerest hope that the government of the United States of America can aid us in this humanitarian effort.

H30

EXERCISE

IMPLEMENTER D + 36 HRS. NO. ___

Memorandum enclosed with PM's note received 1600 Sept. 10

FROM: E.H. Etienne
TO: The Secretary of State for the Presidency
SUBJECT: Disaster Assessment Team

In response to the request of His Excellency the President, which you passed to me this morning, I drafted the following paragraphs, which I have now modified to take account of the letter just received from the American Ambassador.

1. Concept:

a. Depending mainly on national capability, reinforced when necessary by other governments/international organizations, the team will perform a full and rapid assessment of country-wide hurricane damage, to include damage to human services, commerce, security and government/private institutions.

b. The team will report findings daily to the Presidency.

c. The team will provide action suggestions as urgently required to reduce human suffering and provide minimum facilities for maintenance of life and of economic activity, bearing in mind long-range needs for national recovery.

2. Team Operations:

a. The Disaster Assessment Team will investigate conditions in the path of the hurricane via aircraft and vehicle. In addition to its daily reports it will provide a final report within 10 days after termination of its mandate. The reports will cover, inter alia, emergency supply requirements, population health and welfare, the degree of destruction, and the necessary relief and reconstruction operations

b. Most of the team's concern will be directed to the Port-au-Prince area, but we will conduct assessments elsewhere as required and in particular in the Northwest Province.

3. Team Composition (assuming US support):
- a. Team Leader In Charge: E.H. Etiennen.
 - b. Team Operations Officer: from Caribbean Disaster Preparedness Team.
 - c. Four Medical Officers: two from PAHO (an epidemiologist and a public health nurse); general medical officer (Haitian), and a US trauma specialist.
 - d. Four Engineers: One housing and planning (Haiti); two contractor personnel-electrical and mechanical (Japanese); and a bridge specialist (US Army).
 - e. One Farming/Agricultural Advisor (Haiti-Secretariat of Agriculture).
 - f. Two Finance Advisors: One from Haiti Secretariat of Finance and one from Caribbean Development Bank (Dominican)).
 - g. One Telecommunications Advisor: Haiti Secretariat of Public Works.
 - h. Two Security and Law Enforcement Advisors: Haiti Secretariat of Interior.
 - i. One Red Cross Advisor (Mexico, IRC).
 - j. Transportation, Logistic and Communications (US personnel and equipment).

The following are needed to sustain the Disaster Assessment Team for five days of operations: three helicopters, five four-wheel drive vehicles, wireless radio communications for air to ground and ground to ground contact, and field equipment such as tents, rations, cots, power, etc. for interior base camp operations. Perhaps these could be obtained through the US Embassy. The US should if possible, also provide trained manpower to operate their equipment (number of personnel should be furnished by US) maintain fuel supply, and provide other such items necessary to perform the mission.

1. Be assured that I will be working closely with you (as well as with local community

leaders in bringing the President's message of hope to the people).

H31

EXERCISE

IMPLEMENTER D + 36 HRS. NO. —

Telephone Call (Received 1610 Sept. 10)

FROM: Milford Bokes

TO: EAC

SUBJECT: Welfare and Whereabouts

This is Milford Bokes from Stark, Florida. I'm worried something awful about my son Junior. He took off a couple weeks past with some smart alecky free-talking, loose walkin' hippy woman from Miami and went to your Island. He said they was gonna be living on the beach, selling palm frond hats to tourists. Well, I ain't heard from Junior and with the hurricane and all, I don't know. Can you find him and ask him to send a postcard or something?

(Depending on the answer, "I know enough to call Dante Fascell in the US Congress if you need more motivation to help a fellow American. He knows I always vote for him.")

H32

EXERCISE

IMPLEMENTER D + 36 HRS NO. ___

Message (Hand Delivered at 1630 September 10)

FROM: ODP
TO: EAC
SUBJECT: Accident to Mission Vehicle

We greatly regret to inform you that the vehicle you so kindly lent us has met with an accident in the course of its errand of mercy. While trying to swerve to avoid a small boy who ran into the street, the vehicle collided with the stone rubble of a wall, overturned, caught fire and is now, we understand, a total loss. Fortunately, it was on its return trip so the urgently needed supplies were delivered. Less fortunately, the boy suffered a broken leg and contusions and your driver cracked his head rather severely. Both have been taken to the hospital. We stand at your disposal to sort out the questions of legal responsibility which may arise in connection with this regrettable occurrence.

H33

EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Press Dispatch (Filed 1530 Sept. 14)

TO: UPI
FROM: Gordon Kingsworthy, UPI Correspondent Kingston
SUBJECT: Hurricane Ricardo Aftermath

KINGSTON, Sept. 14. Several days of clear skies and sunshine have dried out much of this sodden city left nearly paralyzed by Hurricane Ricardo.

Most of the people have made their way back into the tangle of shanty housing. Men, women and children are scouring the streets and rubble-strewn open areas for old lumber, cardboard and anything they can use to rebuild the hundreds of homes destroyed or left roofless or wallless by the storm. Especially valued are the tin roofs which are found throughout the area wrapped around trees, curled on the ground, or lying intact. Thousands of makeshift shelters have been thrown together out of the rubble.

A foreign TV crew even had to ask a group of the disaster victims to stop hammering so that their sound man could record an interview with a relief official arriving with additional plastic sheeting (a US contribution) and tents. Efforts are being made to prevent rebuilding in the most hazardous, low-lying areas but the pressures seem to be too strong for the preoccupied authorities to resist and the shoddy structures near the water's edge are rapidly being repaired or rebuilt. In fact, the population in the central city is growing rapidly, as hurricane victims from outlying areas move in with relatives and friends in the city.

H33

EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Press Dispatch (Filed 1530 Sept. 14)

TO: UPI
FROM: Gordon Kingsworthy, UPI Correspondent Port-au-Prince
SUBJECT: Hurricane Ricardo Aftermath

PORT-AU-PRINCE, Sept. 14. Several days of clear skies and sunshine have dried out much of this sodden city left nearly paralyzed by Hurricane Ricardo.

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H34

EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Cable

FROM: AMEMBASSY PORT-AU-PRINCE

TO: SECSTATE

SUBJECT: Hurricane Ricardo: Sitrep as of 1600 Wednesday Sept 14

1. As noted in Port-au-Prince's previous cables, the DAST team requested by the GOH (which arrived on Sept 12 with two Marine Corps helicopters in Cap Haitien) is now operating out of the international airport here. Working with the GOH Officer in Charge and with additional support personnel, much of the local damage has been surveyed. The head of the US contingent expects to provide a preliminary wrap-up of his daily reporting by Monday. The cooperation with GOH officials has gone well and the GOH has been most appreciative both privately and publicly.
2. We hear some rumors that the radical left is trying to take advantage of an apparent lack of public understanding of US relief efforts. Some grumbling is being stirred up in the devastated sections of the city, asking why the GOH thought it had to bring in the US Marines (presumably our Marine helicopters) and why it did not try to get some real relief help from its great friend to the north. The PAO is calling a press conference tomorrow morning to emphasize the large and growing US aid effort.
3. Unfortunately, the US relief supplies continued to pile up in Cape Haitian until Saturday, when the international airport here was restored for limited service and the first truck convoys managed to get through from the north.
4. All available in-country PL-480 stocks have now been distributed by PVO representatives. Replacement stocks on loan from Santo Dimongo are arriving, and we will be coming in shortly for our full-scale restoring requirements. We are repackaging some for bread production.
5. Other offers of help continue to come in. Cubans have made a public offer to send in a plane load of food and medicines, and "volunteers to help their Jamaican

brothers to distribute these fraternal gifts and to restore their homes and fields." Large shipments of miscellaneous offerings from other Caribbean and Latin American sources and elsewhere have arrived in Cap Haitien where they have been piling up in port warehouses and at the airfield. The coordination, despite efforts by the GOH and UNDR0 officials on the scene, is minimal. The majority of aid materials have been provided by governments from their relief stockpiles, including quantities of bulk food commodities (such as rice and flour, cooking oil and salt), medicines, and shelter materials including plastic sheeting and tents. Materials provided by others (e.g., private individuals and groups) are a mixed bag of goods. Among the assorted items are kitchen utensils, tools, flashlights, medicines and a wide assortment of food, especially donated canned goods, hurricane lamps, clothing, blankets, and an odd assortment of tents and camping supplies, and quantities of water purification tablets. Most materials have been packed according to size and each bundle contains a hodge-podge of different materials which must be sorted upon arrival. Local authorities are swamped because of the lack of sorting and distribution capabilities. The failure to send enough food stuffs to meet local and up-country needs has raised the frustration level to the boiling point both in Port-au-Prince and in the north.

6. A call has gone out for volunteers to help sort relief materials into packages for individuals and families. The volume of the material and the confusion caused by poor packaging has required two to three hundred people working at Cap Haitien and now at sorting centers in the capital. Reports of corruption and favoritism in the distribution of relief supplies are cropping up in the underground grapevines. The President has asked the churches to form committees to oversee the distribution of relief goods in each community. During the day, three different relief agencies called coordination meetings at separate locations. At mid-day the government called for more volunteers to help sort and package incoming relief goods. The total number of people involved in sorting materials now exceeds 500.

7. Compounding the situation are a substantial number of foreign tourists who are actually camped at the airport awaiting transportation. The many Americans among them are besieging the Consular Section and the counters of American, Eastern, and the other airlines. The airlines are only gradually restoring service to Miami, Toronto, Europe, and elsewhere. Again the frustration and decibel levels are high. We have sent Consular Officers to Cap Haitien and the northwest to check on welfare of AMCITS there. Only AMCIT casualties so far as can be determined were the missionary couple

caught in up-country flooding the night of the hurricane, as previously reported.

8. This afternoon the Prime Minister again visited some of the worst destruction areas in Kingston and promised massive aid in a rousing "phoenix from the ashes" speech broadcast on radio and TV. He also issued an appeal for help and cooperation from all political parties and factions in the reconstruction effort. (Two hours later the opposition leader issued a statement pledging full cooperation but noting "massive corruption" and calling on the government to insure equality in the aid distribution. Note: Mission has noted only minimum diversion of relief supplies; we are following this closely in particular as regards US items, and have instructed tightening of control system to ensure continued proper channeling. Details follow.
9. Mission's American personnel have reoccupied their homes, except for the Brown family still in the hotel and several families living with friends, as previously reported. We still have not heard from a number of our FSN personnel and have assigned an FSN employee to try to locate them and to follow up on our notification given GOH authorities yesterday.
10. There continues to be some looting but it is now under control. Burglaries and street crimes remain above normal. Mission has advised all personnel of dangers of night-time movement in affected areas.
11. The Secretariat of Public Works has marshalled all available trucks and construction and road building equipment. Many private contractors and operators of industrial facilities have offered to loan heavy equipment that they aren't using. Some repairs to the mountain roads have been made; and all possible sources are still being scouted to find equipment for temporary repairs on the wharf cranes and other port facilities. The opening of the Cap Haitien road took much of the burden off of the logistics of relief handling.
12. The weather is still clear and dry, and clean-up operations are proceeding as fast as limited equipment and extensive damage permit.

H35

EXERCISE

IMPLEMENTER D + 7 DAYS NO. ___

Telephone Call (Rec'd at 0955 Sept. 15)

FROM: Director, USIA Office of American Republic Affairs
TO: PAO
SUBJECT: Article in Times

We're catching a lot of flack up here about an article in this morning's Times on Haiti relief. Have you seen it? No? I'll cable you a copy. Anyway, the Times goes on and on about slow arrival in Port-au-Prince of US relief goods, alleged leakage into the black market, stupidity of US authorities in permitting much needed cargo space to be used for transporting such things as cuspidors or chamber pots or whatever the reporter saw dumped in a pile up at Cap Haitien. Says he bought US donated powdered milk on the street in Port-au-Prince.

Give me anything you can so we can speak to these questions of speed of our relief effort and charges of black market diversion. If you have anything on the cuspidors, great. The rest we're just going to have to handle up here and let me tell you it's really hitting the fan. Can't you get these guys out and show them what we're really doing down there? And how about putting the quietus on this black market stuff? I thought it was being pretty well handled. Is it really going on?

Call me back as soon as you have anything so I can feed the wolves - they're gaining on me.

62

H36

EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Cable (Received 1020 Sept. 15)

FROM: SECSTATE
TO: AMEMBASSY PORT-AU-PRINCE Immediate
INFO: USEC Brussels Immediate
USUN Immediate
US Mission Geneva Immediate
FOR: Ambassador from ARA/DAS Smithers
SUBJECT: Hurricane Ricardo: Comparative Relief Efforts

1. Despite Times article, Press and Congressional comments have been generally favorable to strong US relief effort being made in Jamaica and we appreciate your continuing leadership. However, an editorial yesterday in Des Moines Register raises the question of burden-sharing in the Jamaica relief operations. This reflects a growing undercurrent in recent radio and TV commentary that is now beginning to show up in the press. We want to counter it promptly.
2. We also have an inquiry from Congressman Lehman for specific information on how other countries' efforts in Jamaica compare with ours. He wants information to help him counter his constituents' uneasiness that "Uncle Sam is again bearing the whole burden".
3. Recognize difficulty of assessing total relief effort at this point, but we need anything you can give us listing specific commodities, cash contributions and total dollar value broken down by donor country or organization.
4. Information addressees should not approach host organizations formally at this time. Embassy Kingston will be contacting their on-the-scene representatives, and we do not wish to attract international attention. Any data you have available would be welcome, however.
5. Please provide preliminary report by C.O.B., Monday, September 19.

6/1

H37

EXERCISE

IMPLEMENTER D+7 DAYS NO. ____

Telephone Call (rec'd at 1030 Sept. 15)

FROM: Deputy Foreign Minister

TO: DCM

SUBJECT: New York Times Article on Haiti Relief

I presume that by now you have been informed of the article that appeared this morning in the New York Times--datelined Port-au-Prince--alleging all sorts of mischievous things about your relief effort here, as well, unfortunately, as about our handling of the distribution of relief goods.

This is causing us a bit of trouble as you might imagine. Some of those who do not with well to this government are smacking their lips, and the President has already expressed his concern and unhappiness most forcefully to my chief and a number of others. We are immediately rechecking our own procedures but would appreciate your thoughts on how together we can minimize the damage and avoid this sort of thing in the future. This is most urgent. Can you come to see me this afternoon at 3 p.m.?

H38

EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Telephone Call (rec'd 1115 Sept. 15)

FROM: Dr. Theodore Yankel
TO: EAC
SUBJECT: Welfare and Whereabouts

Hello. This is Dr. Theodore Yankel from Ames, Iowa. Do you have any news about my parents, Hyman and Yetta Yankel? They are on a South American cruise, the S.S. Empire Princess from the Scandavia Shiplines I think. I'm not sure of their itinerary, but the boat might have been near your hurricane. What information can you give me?

H39

EXERCISE

IMPLEMENTER D + 7 DAYS NO. —

Telephone Call (received 1210 September 15)

FROM: Executive Assistant to the Secretary of the Interior and National Defense

TO: DATT

SUBJECT: Request for Military Equipment

I just wanted to let you know how much the Secretary appreciates the excellent work of your DAST team and the remarkable use they are making of your helicopters and commo-equipment.

In view of the importance of these items to disaster handling, the proneness of our country to such disasters and the interest of the US in disaster preparedness in the Caribbean region, the Secretary has asked me to take an informal sounding with you as to the possibility of retaining this capability after the present emergency. What we would like to do is have these items remain in country in our armed forces inventory, but earmarked in particular for disaster use. What is your own reaction, just between the two of us? As you know, there is some urgency, since informed circles and the media are not unaware of the high level interest in this matter.

Well, perhaps you could let me have a reply through this same channel once you've had a chance to check a bit further.

H40

EXERCISE

IMPLEMENTER D + 7 DAYS NO. —

SUBJECT: Broadcast over Radio Nationale at 1452 September 15.

We interrupt our regular program to bring you a news flash. According to the Port-au-Prince fire department, fire fighting equipment is being dispatched to the north side to handle a large blaze which has sprung up in that crowded and rubble-strewn area. The fire apparatus is having some difficulty in getting through because of debris in the streets left from the hurricane. The continuing winds also are causing some concern. However, the Fire Chief assures us that his department is fully prepared to deal with the situation. We will provide further bulletins.

And now we return you to the music of Claude Debussy as presented by the Port-au-Prince string ensemble.

H41

EXERCISE

IMPLEMENTER D + 7 DAYS NO. —

Telephone Call, (received 1457) September 15.

FROM: Robert Petrow, manager of the Haytian American Sugar Company

TO: AID Minister

Say, did you hear about the fire up in the west end? Yes, in the La Saline area. Well, I naturally try to keep an eye on things like that, what with our tanks and installations and all that, so I sent one of our boys up to check the thing out. It doesn't look good. No water, damn wind still blowing, and the fire people got notified late because no telephones. You'd better tell whoever it is in the Embassy, because we just might have another disaster on our hands. I'll let you know if I hear any more.

H42

EXERCISE

IMPLEMENTER D + 7 NO. —

Telephone Call (received 1535 September 15.

FROM: Local Radio Buff

TO: Public Affairs Officer

You asked about the fire in the La Saline. Well, as far as I can tell, from monitoring the fire calls, it seems to have gone out of control. The Battalion Chief on site has called in multiple alarms, asked for all types of back-up assistance and has requested mutual aid from nearby fire departments (and brigades). Because of the density of the houses, the rubble (paper, trash and other burnables) in the streets, and the continuous winds, the fire has already involved all the structures in about a six block area. People are running around looking for their kids, packing up their valuables, and trying to get out. All of the people fleeing with as much as they can haul is adding to the congestion in the streets.

The third and fourth alarms and the calls for mutual aid were virtually unheeded. The manpower is scarce--because they're off doing other things--and fire apparatus in working condition is even scarcer. Several of the pumpers that are working are down with flat tires (the nails, glass and other hurricane debris has crippled many of the public safety vehicles tires), and the city is out of spare tires for the big trucks.

(If EAC calls Disaster Committee for more information, they should be told that the report is essentially correct. The wind is spreading the fire rapidly and burning scraps are flying so that the areas of solid construction are providing less of a firebreak than had been calculated. If Mission does not call, then the Disaster Center should call them shortly in something of a panic, reporting burn and fire accident victims showing up at the already overcrowded hospitals and refugee centers.)

Note to Controllers: Consequences will generally be in terms of shelter, food, clothing, general disaster relief, etc. Injuries will be from exposure, exhaustion, or falls (sprains, etc.).

H43

EXERCISE

IMPLEMENTER D + 7 DAYS NO. ___

Cable, (received September 15, 1545 hours).

FROM: SECSTATE

TO: AMEMBASSY PORT-AU-PRINCE NIACT IMMEDIATE

INFO: US MISSION GENEVA IMMEDIATE USCINCSO IMMEDIATE
JCS IMMEDIATE COMUSFORCARIB IMMEDIATE
SECDEF IMMEDIATE COMNAVFORCARIB IMMEDIATE
CINCLANT IMMEDIATE AMEMBASSY ANTIGUA IMMEDIATE

AIDAC from OFDA
GENEVA for UNDR0

SUBJECT: Port-au-Prince Fire Disaster Assistance from International Association of Fire
Chiefs

1. In response to OFDA/W request the Int'l Association of Fire Chiefs has confirmed that it is prepared to put together a team of experienced personnel to help GOH in assessing means of controlling conflagration and advise or. assistance to victims and on management of post-conflagration activities.

2. If the group is to be of any immediate help, Mission should contact GOH without delay and notify OFDA of GOH reaction by telephone. IAFC says they normally send a team of three. They could have the team in Jamaica via the next Eastern flight if we can get word back to them within the next two hours.

Note to Controllers:

- (1) Players should try to get this help there faster.
- (2) Help the next day is a bit late--it could be used, however, for disaster mitigation.

H44

EXERCISE

IMPLEMENTER D + 7 DAYS NO. ____

Telephone Call (received 1605 September 15).

FROM: Disaster Committee
TO: EAC
SUBJECT: Request for Fire Control Assistance

Our fire people have called us with an unusual problem: the fire is sweeping up on the sugar complex. They are getting some hoses out there to try to wet it down, because we really want to save the installation-if it goes up then we're in real trouble. But they can't get any pressure out of the fire-hydrant system down there. They think there's some kind of air blockage rather than physical or mechanical blockage. Do you have anybody among your Americans--maybe your military or your plant engineers - who could give them a hand right away?

H45

EXERCISE

IMPLEMENTER D + 7 DAYS NO. ____

Telephone Call (received 1613 September 15)

FROM: EXEC ASST to the Secretary of the Interior and National Defense

TO: DATT

SUBJECT: Request for Fuel Bladders

Listen, we're desperately in need of some storage capacity for the aviation gasoline that is now starting to come in. The pumps out at the airport were damaged by the hurricane and the fire is threatening some of our remaining storage facilities. I know your people have some of those big fuel bladders--I saw a lot of them last time I visited US Air Force installations in the States--and the Secretary is wondering if you couldn't just informally line up a couple of them to come in on the next relief flight. We don't want to risk the delay involved in going through regular relief channels--as a matter of fact, if the bladders don't get here the relief operation could pretty quickly grind to a halt could you get on the phone to Key West or somewhere for us?

16

H46

EXERCISE

IMPLEMENTER D + 7 DAYS NO. ____

Telephone Call (received 1635 September 15).

FROM: OFDA

TO: EAC

SUBJECT: Emergency Drug Supplies

The Tayca-Schantz Drug Co. has offered a large quantity of miscellaneous drug products for hurricane relief. On receiving word of the fire, they added some burn relief items. Knowing your host country's sensitivity to alleged "dumping" of US drugs, advise soonest how we should handle this offer. We have no list yet, but there should be a lot of useful stuff if properly sorted and used. Will they let the drugs in?

- 011

H47

EXERCISE

IMPLEMENTER D + 7 DAYS NO. ___

Cable (sent 1645 Sept. 15).

FROM: AMEMBASSY PORT-AU-PRINCE

TO: SECSTATE NIACT IMMEDIATE

INFO: JCS NIACT IMMEDIATE
SECDEF NIACT IMMEDIATE
CINCLANT IMMEDIATE

COMUSFORCARIB IMMEDIATE
COMNAVFORCARIB IMMEDIATE
US MISSION GENEVA IMMEDIATE

SUBJECT: Request for Fire Assistance

AIDAC from OFDA
GENEVA for UNDRO

1. As a result of the conflagration, a wide swath of Port-au-Prince's residential areas has been destroyed. Preliminary count shows about 500 homes were destroyed or badly damaged and approximately 50 stores and churches ruined or seriously damaged. The Red Cross estimates the death toll at over 20 at this point, and the homeless at about 4,500. These numbers are in addition to the previously reported casualties from the hurricane and its aftermath.
2. There are many new injury cases that are straining the already overloaded facilities of all local hospitals. Hospital corridors are jammed with patients and their families. Most of the fire victims who have been hospitalized thus far are suffering from shock, exposure and fairly common breaks and bruises.
3. The Disaster Committee has just called and confirmed the admission to Port-au-Prince hospitals of at least twenty-five persons with extensive burns, many of them third degree. The Committee has asked the Embassy, on behalf of the GOH, for help in providing hospital facilities in the US for at least ten of these. They have heard of the Army Burn Center and think that it would be best to send them there. They also need most urgent help, according to the Committee, in the form of doctors and nurses experienced in burn work, and of burn treatment supplies, to help to meet the needs of the local hospitals.
4. Please advise urgently what we can respond to GOH.

H48

EXERCISE

IMPLEMENTER D+7 DAYS NO. _____

Telephone Call (received 1700 September 15.).

FROM: Medical Officer at General Hospital
TO: DRMO
SUBJECT: Plea for assistance, General Hospital

We are being flooded with burn victims and people injured in escaping the fire. And we're already operating at capacity as a result of the hurricane. With overloaded generators for the operating rooms, no lights in the wards, vastly over-crowded corridors, (due to masses of family members staying with the patients) we are getting desperate. Can you do anything to help? Generators, lanterns, blankets, anything. But particularly people -- do you have any nurses in your community; social workers or others who can help deal with the relatives and friends of the seriously injured patients; or medics, pharmacists? Also, we desperately need several kinds of medicines and bandages. I have asked my supply chief to give you a list. But mostly we need skilled people. What could you provide in the way of help?

H49

EXERCISE

IMPLEMENTER D+7 DAYS NO. _____

Telephone Call (received at 1710 September 15).

FROM: Office of the Secretary of the Presidency

TO: DCM

SUBJECT: Request for Fuel Bladder Assistance

We hear from our aviation people that storage facilities for aviation fuel are getting to be a problem. If the fire gets to the central storage, we will indeed have had it. They tell me that there are such things as storage bags out of rubber or neoprene or something that your military uses. Can you get four 5,000 gallon tanks of this type down here on an absolute crash basis? It will be most helpful to the relief effort and to our common interests here.

92-

H50

EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Cable, (received Sept. 15, 2000 hours).

FROM: SECSTATE

TO: AMEMBASSY PORT-AU-PRINCE NIACT IMMEDIATE

INFO: US MISSION GENEVA NIACT IMMED
JCS IMMED
SECDEF IMMED
CINCLANT IMMED

USCINCSO IMMED
COMUSFORCARIB IMMED
COMNAVFORCARIB IMMED
AMEMBASSY ANTIGUA IMMED

SUBJECT: Port-au-Prince Fire: Disaster Relief

AIDAC from OFDA

1. Confirming our telecon, we have contacted Army Surgeon General who advises that the limited facilities at Fort Sam Houston are completely full at present. We are working with the American Red Cross to identify facilities for hospitalization of burn victims at other centers on East Coast.
2. In meantime, we are contacting DoD/MAC to survey transportation capability from Haiti. Much depends on number of victims actually requiring transport and timing of aircraft requirements. Advise as soon as GOH has a grip on exact numbers and seriousness of cases requiring moving, noting that began patients should not be moved except in the case of extraordinary circumstances. OFDA recommends burn team from University of Texas Medical Branch (UTMB) assess condition of patients. Upon their recommendation would then task DoD to launch a MAC airevac aircraft with medical crew to accompany patients to UTMB burn center.
3. We are working urgently with PAHO and ARC to publicize the GOH call for burn supplies and for additional physicians and nurses with burn experience. DOD is also canvassing to determine what personnel it can provide. It is hoped that by tomorrow there will be sufficient volunteers to meet the emergency need and we can start specific logistic planning. Advise what arrangements for the lodging and care of American civilian or military volunteers are being made. Also what approaches, if any, you or GOH may have made with airlines to contribute to transportation from US.

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4. Will appreciate any information regarding other potential donors that Geneva or Antigua may develop. Main responsibility for coordination must rest with Embassy Port-au-Prince, however, since all players are represented on the ground there. Request Embassy keep us informed on continuing basis regarding developing GOH assessment of its needs as well as resources being provided by it and the other donors.

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EXERCISE

IMPLEMENTER D + 7 DAYS NO. _____

Note

FROM: Local Traveller
TO: Handed to MSG at 2025 Sept. 15
SUBJECT: Offer of Help

We are isolated here at the Full Gospel Mission. The road up from the Blue Lagoon has been cut. However, we are safe and have food and water stocks for ourselves for a few days. I hear there is much suffering in the capital. The fire has inflicted a cruel blow on the poor victims of Ricardo. I am a medical doctor and want to help so am leaving tomorrow morning by mule. If I can get through, I will come to the Embassy. I am sure there are many other medical and nursing people who could help. How can I help identify and round them up?

Christian A. Bledsoe, M.D.
Full Gospel Mission
Upper Little Mountain

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EXERCISE

IMPLEMENTER D + 7 DAYS NO. ___

Cable (received 2030 Sept. 15)

FROM: SECSTATE

TO: AMEMBASSY PORT-AJ-PRINCE NIACT Immediate

SUBJECT: Focus of Current Relief Efforts; Long-Term Transition Planning

AIDAC FOR AMBASSADOR AND AID MISSION DIRECTOR FROM ASSISTANT ADMINISTRATOR/ LAC

1. The Administrator is receiving reports from Congress and elsewhere of growing concern that the flow of US relief supplies going into Haiti may be highly duplicative of other donors' contributions. Specifically, he is being asked whether we are putting an undue proportion of our resources into miscellaneous food and clothing and their transportation, when the PVOs and other donors and the international organizations are bringing in large quantities of the same items. It is hard to see how charges like this get started but I would much appreciate your comments as well as your evaluation of how well coordination at the Haiti country level is currently being accomplished. Also, whether there has been any discussion thus far of the possibility of shifting the balance of the US contribution toward longer term needs, such as construction materials. The latter point seems particularly pertinent in light of the conflagration disaster of which we have just had word.
2. I would very much appreciate your personal reaction to these points by tomorrow afternoon if possible, for a meeting I will have with the Administrator on these and other topics Saturday morning.
3. For Director: Your preliminary thoughts on what the current US effort is doing to your longer term program for Haiti development assistance and to Title II funding and utilization would also be most welcome. Perhaps you could give me a rundown on current AID/H planning for the transition back to normal program activities.
4. Warm regards.

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