

***Command & Control Agility
during
Disaster Response***

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Command & Control Agility during Disaster Response

- **Haiti, 2009**
- **Earthquake – Jan 12, 2010**
- **International Response**
 - **Whose Command & Control?**
- **U.S. Military Support**
 - **“Herding the shepherds”**
- **Observations and Discussion**



Haiti, 2009



Haiti, 2009



Haiti, 2009



Haiti, 2009



Haiti, 2009



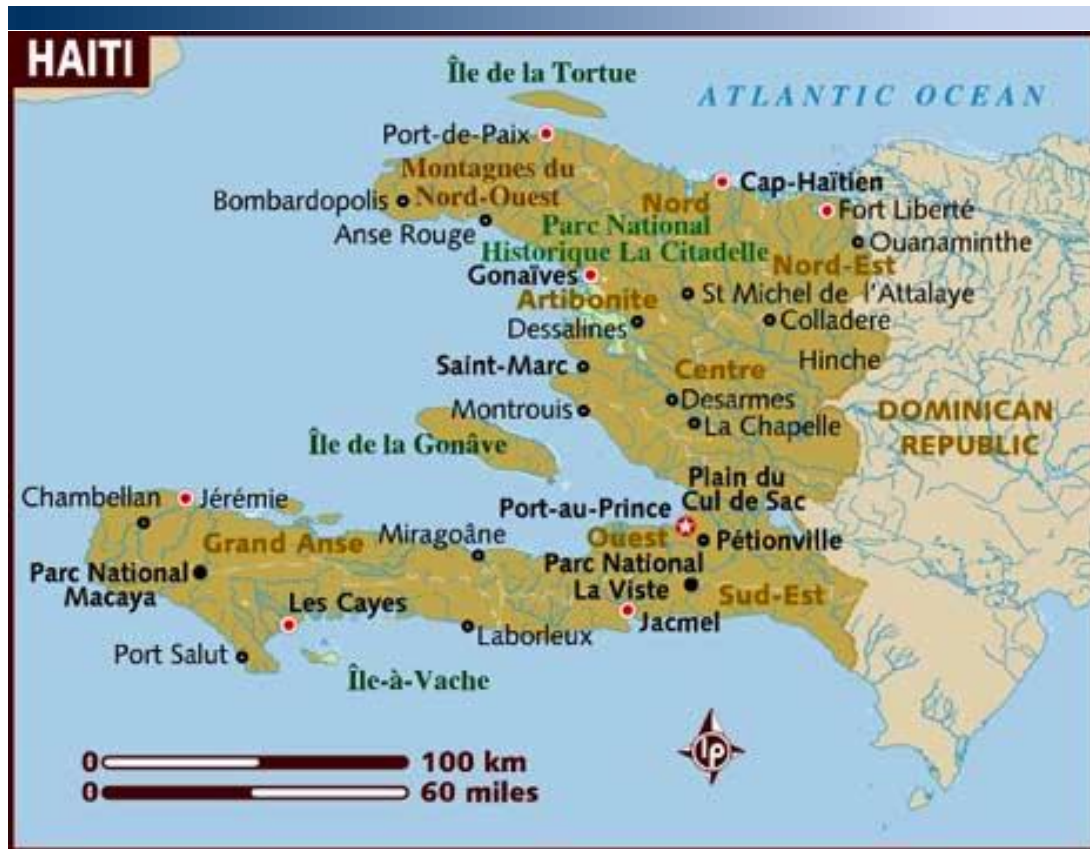
Haiti, 2009

HAITI-DECEMBER 2009

An aerial, black and white photograph of a densely populated urban area in Haiti. The image shows a complex arrangement of multi-story buildings, many with flat roofs, built on a hillside. There are several palm trees scattered throughout the urban landscape. The overall appearance is that of a crowded, informal settlement. The text 'HAITI-DECEMBER 2009' is overlaid in the top left corner, and 'WWW.ZORIAH.NET' is overlaid in the bottom right corner.

WWW.ZORIAH.NET

Haiti, 2009

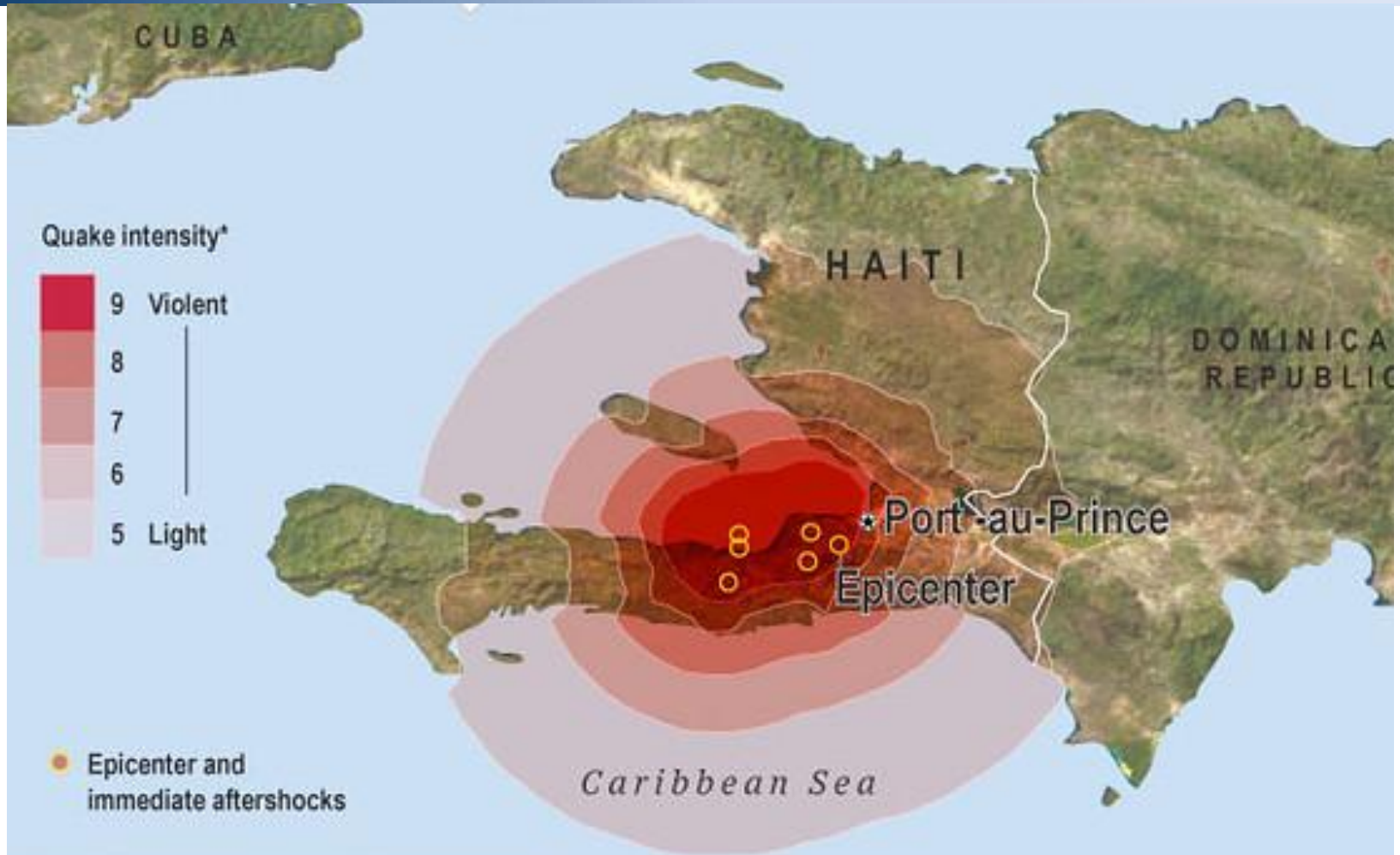


- Pop: 9.5 million
- GDP/cap: \$1,170
- Poverty, <\$2: 80%
- Unemployed: 60%
- Literacy rate: 53%
- Life Exp: 62 years

(UN estimates)

- UN Stabilization Mission in Haiti – MINUSTAH
- Many NGOs and PVOs: healthcare, education, etc

Earthquake, January 12, 2010



based on the Modified Mercalli scale of earthquake intensity
source: U.S. Geological Survey

*Haiti,
before*

HAITI-DECEMBER 2009

WWW.ZORIAH.NET



*Haiti,
after*



Haiti, before & after



Haiti, before & after



Earthquake

January 12, 2010



- 220,000+ dead
- Over 300,000 injured
- Over 1.1 million displaced
- 53% of buildings in affected area destroyed or damaged
- 14 of 16 national ministries destroyed

Source: United Nations



Equivalent Impact in the U.S.



- Over 7,110,000 dead
 - Katrina X 3,800
- Over 10,000,000 injured
- 36 million displaced
- Equals U.S. population from NY to SC



International Response



- Over 140 countries offered assistance
- Over 3,000 NGOs, charities and private foundations provided humanitarian relief
- UN (MINUSTAH) in Haiti since 2004



International Response Whose Command & Control?

Host Nation



Humanitarian
Community



Military

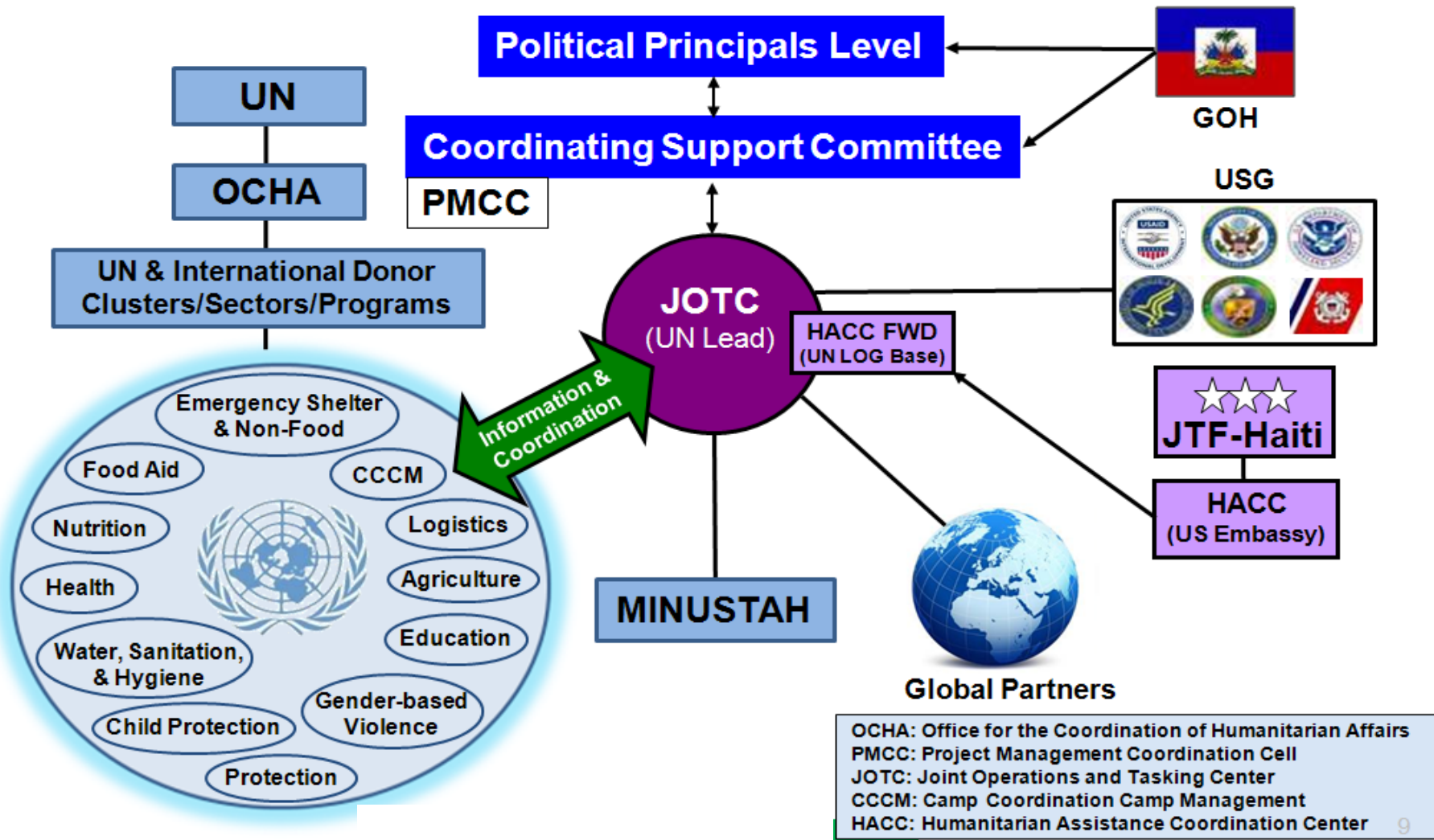


UNITY OF EFFORT

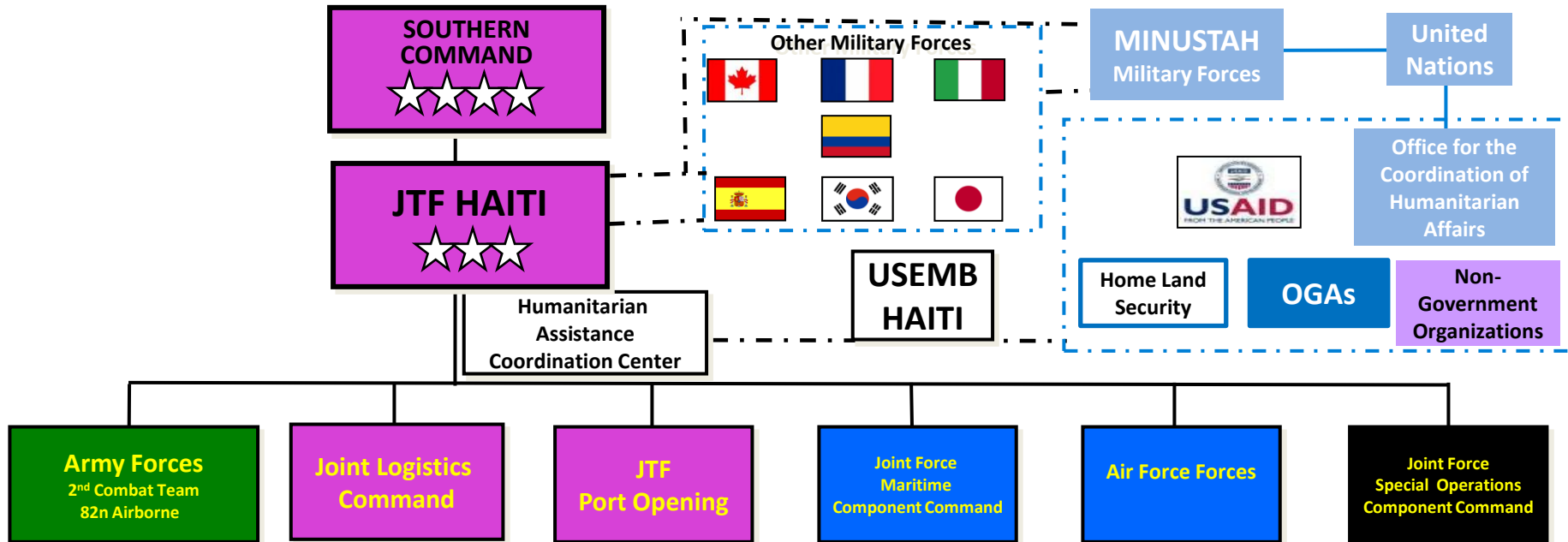


COORDINATE
& COLLABORATE

International Response Coordinate & Collaborate

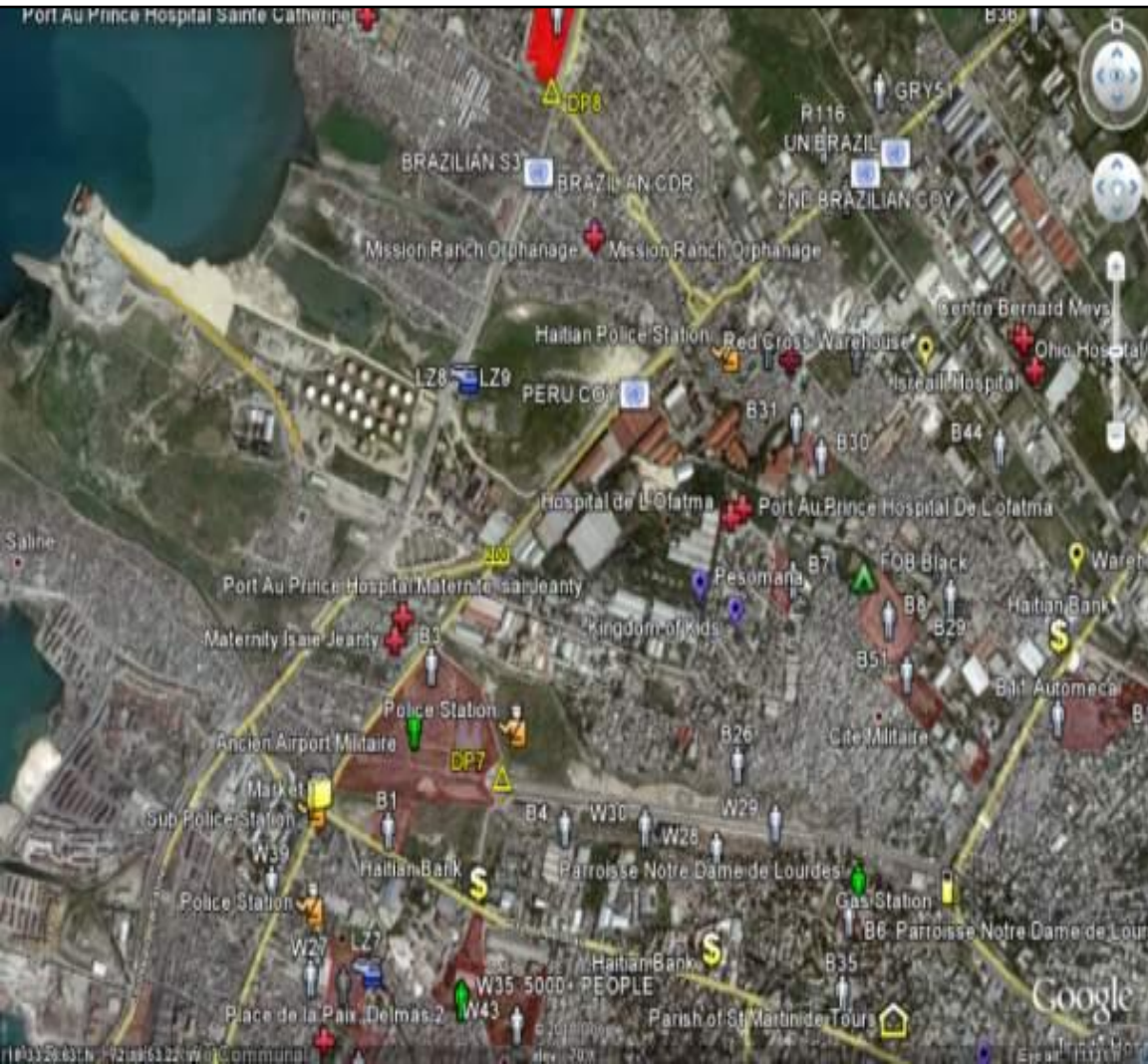


U.S. Military Support, “Herding the Shepherds”



U.S. Military Support, “Herding the Shepherds”

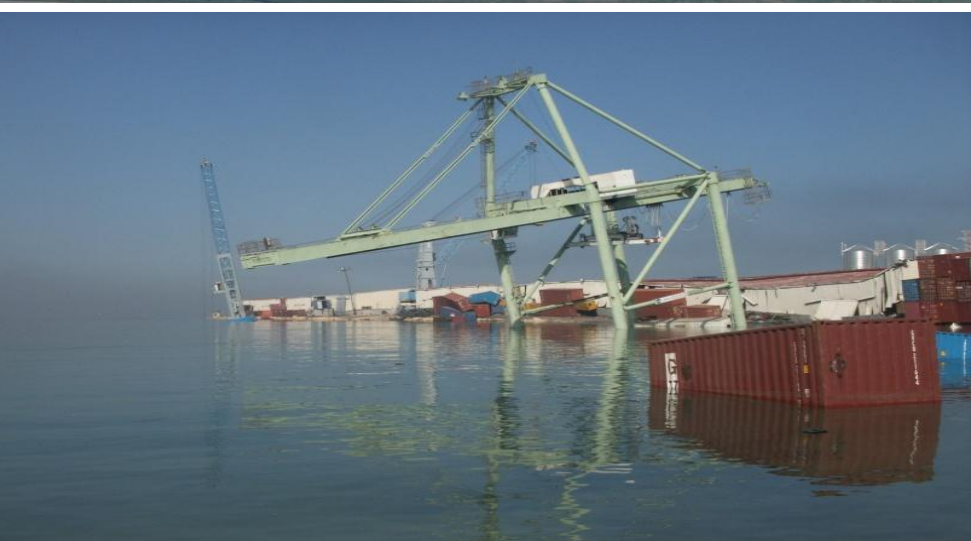
“Non-standard” C2 – Critical to connect with other Incident Command Centers



- Create an Unclassified Common Operational Picture – Displaced Persons Camps, hospitals, airport/sea port, roads, flood/land slide zones, locations of military/UN/NGOs/Gvt – Who has access and how?
- Must coordinate and collaborate with DoD, U.S. Government agencies, NGOs, UN, and partner nations (NIPRNET and Internet)



U.S. Military Support, 1. Re-establish ports & roads



U.S. Military Support,

1. Re-establish ports & roads



- 13 Jan: USAF opens airport, begins 24/7 operations
- Pre-quake average; 13 flights/day
- Established local ATC, managed airspace via HFOCC
- Peak; 150 flights/day
- Sustained 120 flights/day for ~3 weeks
- 18 Feb: GoH began gradual assumption of ATC duties
- 19 Feb: 1st commercial flight
- 2 Mar: Returned to pre-quake hours (0600-2200)
- 15 Mar: GoH resumed sole ATC role



U.S. Military Support,

2. Facilitate Search and Rescue



- 43 Urban SAR teams
- 6 of 43 were US
- 70 rescues in first 5 days (unprecedented)
- 136 rescues total, 47 by US teams



U.S. Military Support,

3. Provide security for humanitarian relief



- Approx 1.1 million IDPs
- Initially over 1,000 camps
- Immediate need for water, food, shelter & medical care
- Uncertain security environment



Observations of Agility

- **U.S. Southern Command**
 - **HQ re-reorganization**

- **AFSOUTH**
 - **HFOCC**
 - **UAV ISR**



Discussion



Getting it right, For their future!



Thank you

Glenn Spears
Lt Gen, USAF (retired)



U.S. Southern Command



- **Area of Responsibility (AOR)**

- Approx 1/6th of earth's surface
- 31 sovereign countries and 15 dependencies & areas of "Special Sovereignty"

- **Region Demographics**

- ~490 million people
- ~200 million Portuguese speakers
- >45 million indigenous peoples

- **Region Economics**

- 10 of 17 U.S. Free Trade Agreements
- ~ 10% of U.S. trade
- ~ 30% of U.S. energy imports






- **U.S. Demographics**

- Estimate U.S. will be 30% Hispanic by 2050

Joint Operations Area Military Forces — Peak Level

GROUND

•INT' L Non-MINUSTAH+ Strength:

-  • Canadians ~2000
-  • Japanese ~100
-  • French ~615
-  • Colombia ~55
-  • Nicaragua ~40

•Haitian National Police ~ 7,000

•UN Police ~ 2,000

JTF-H Forces (As of 2100, 31 JAN 10):

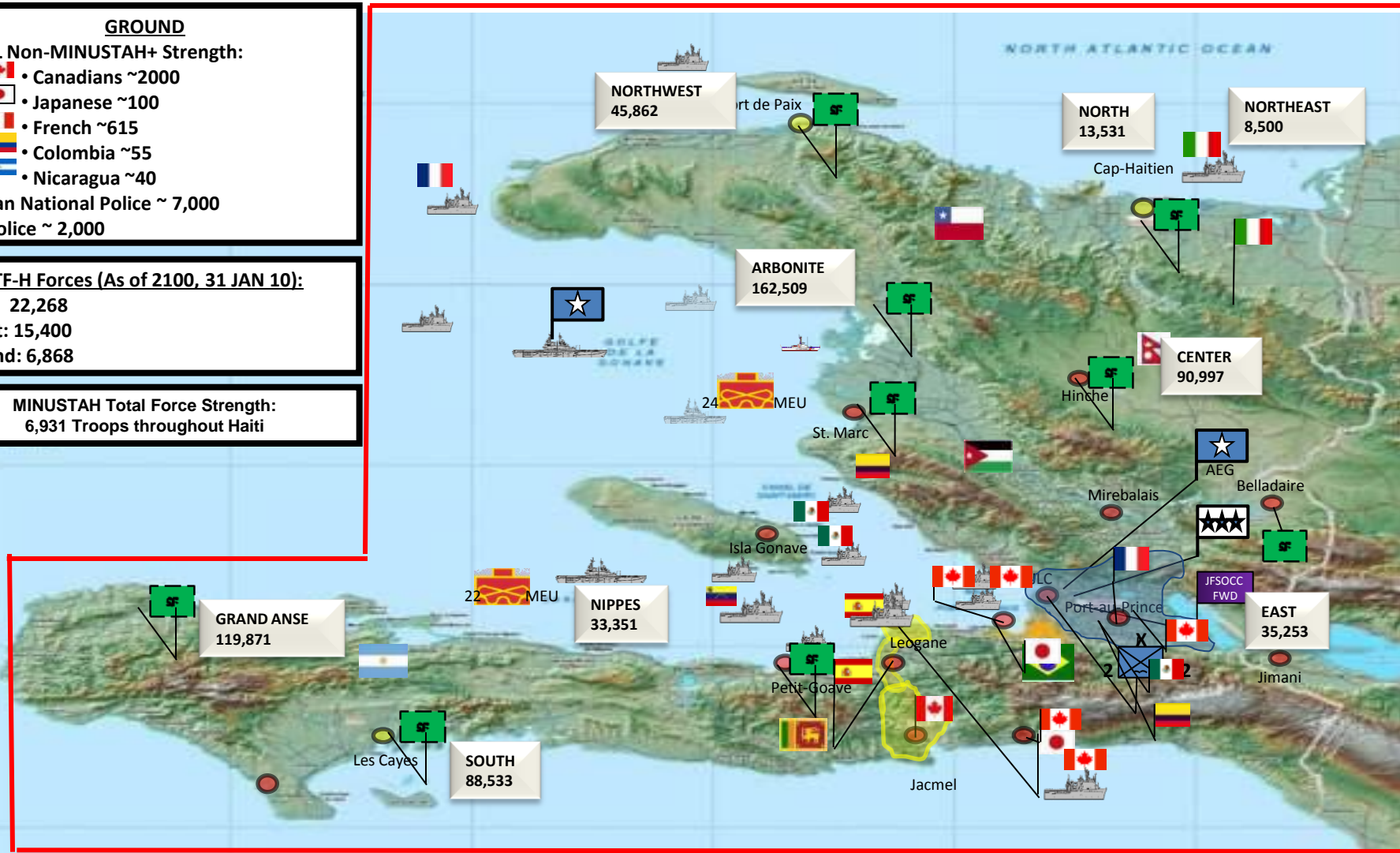
Total: 22,268

Afloat: 15,400

Ground: 6,868

MINUSTAH Total Force Strength:

6,931 Troops throughout Haiti



Challenges for GoH and International Community



- Recovery of remains
- IDP Camps / Settlements
- The children
- Security
- Debris removal
- Preventing the Next Disaster
 - Spread of disease
 - Rain / hurricane season
- Psychological impact
- GoH strategic plan
- GoH institutional capacity



Saving Lives, Easing Suffering



Joint Task Force – HAITI

Major Observations

Build partnerships with key players – How do you share information/communicate?



- Identify the key players – In Haiti
 - Host Nation Government
 - United Nations
 - Other Partner Nations Militaries – A Coalition w/o CJTF
 - Interagency
 - Non-governmental Organizations – Over 1000
 - Charities and foundations
 - Non-traditional partners
- Include others in planning and information sharing - NGOs
- Unity of effort reduces duplicated effort and maximizes strengths and capabilities



A Challenging Environment



Overcoming Obstacles



Recommendations



- Develop a more robust and capable Response Assessment Team
- Form an International Civilian and Military Capability to Respond to Disasters
- Conduct Exercises Together
- Codify the Establishment and Use of Humanitarian Coordination Centers
- Develop and Codify ‘unclassified’ Information Sharing Tools and Processes
- Examine how best to integrate and support the NGOs and Public/Private Sector in support of HA/FDR



U.S. Military Support, “Herding the Shepherds”



Responding to the Haitian Earthquake

A Test of Civilian – Military Relations

CHALLENGES



RESPONSE



HOPE

