

RELEASE IN PART  
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**From:** Muscatine, Lissa <MuscatineL@state.gov>  
**Sent:** Tuesday, January 19, 2010 10:46 AM  
**To:** H  
**Subject:** message from Jerry Hauer re Haiti coordination

Jerry, as you may recall, was Guiliani's homeland security guy in NYC [redacted] and became one of the world's experts. He also worked for Clinton Admn and helped with disaster relief (including earthquakes) around the world. He called me today with some suggestions (some of which may be moot), so I asked him to put them into a memo. Here it is, for what it's worth:

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I think the fundamental issue is that no one seems to be in charge and no one person has been tasked with trying to pull all of the pieces together into a short term and long term plan. Obviously in the short term, search and rescue and food and water are the main priorities. There seems to be little communication between the various areas where people have congregated and a central command post where agencies can call or radio for additional supplies including food, water and medical.

I don't recommend DoD be put in charge of this. They rarely have the kind of touch that brings together all the necessary agencies under one roof. I would set up a central command that has representatives from all federal agencies in one place. There is no reason things should be this disorganized. I would break the island into grids and assign one person to be the coordinator for each of the grids. That person will be responsible for all activities within their grid and will report activities to the island on-scene coordinator. We should get a radio company like Motorola to set up temporary towers and give the State Department several hundred radios so everyone involved in the response is able to communicate with the command post and with each other.

I think one of the most important roles for DoD is to provide security for the rescue teams and medical teams. They also should be responsible for the operation of the airport, for off loading planes and for scheduling all incoming flights so there is no lost time waiting for planes to land. I also think DoD should be responsible for airlifting supplies that are requested by each one of the grid coordinators. Additionally, the helicopters should be used to move critical patients to the hospital ship on the way and to the aircraft carrier currently on station. At least once a day, the coordinator assigned by the President and the Secretary of State should be responsible for getting situation reports from all agencies on site, particularly regarding food and water, security, medical and search and rescue.

The lack of command and control is allowing the situation to become more chaotic rather than more coordinated. I believe that if the Secretary were to talk to the other nations involved through the UN, they would be supportive of better coordination.

Bottom line is that there is no order to the operation and you need strong people in there who can speak on behalf of the President and the Secretary and get things under control quickly.

I hope this is helpful. If you or the Secretary have any questions please feel free to call me on my cell [redacted]. We leave for Tokyo at 7:15 am tomorrow and transfer to a United flight due back in DC at 2:30 pm tomorrow.

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Please give the Secretary my best regards. I hope to see you soon.