

Chapter 1 : Decision for Disaster: Betrayal at the Bay of Pigs - Grayston L. Lynch - Google Books

*Decision for Disaster: Betrayal at the Bay of Pigs [Grayston Lynch] on theinnatdunvilla.com *FREE* shipping on qualifying offers. Grayston Lynch presents an exceptional portrayal of actual events that led to the betrayal of extraordinary.*

Emergencies are typically complex problems with dire consequences that must be solved in a very short amount of time to limit damage to people, property and environment. This paper will discuss problem solving and the decision making models used by the Federal Emergency Management Agency among others. Several examples of how those models have been utilized in real life incidents will be offered. Some analysis of the effects of those decisions will be made. According to FEMA the five steps of the basic model are: This basic model can be used for individual or group decision making. It must be adapted in crisis situations which place more obstacles in the way of the decision making process. Important aspects of effective decision making are that they contain the three key factors in crisis decision making: Clear values, quality information and an analytical approach. A motor vehicle accident is a routine emergency situation faced by emergency responders across the country on a daily basis. Below is how the decision making process unfolds through this example of a real life incident: The problem is identified that the driver of a vehicle is pinned by the dash of his vehicle. The option of using hydraulic tools is chosen because of the speed they offer in releasing the victim. Command decision is passed via the IC chain of command to the operating personnel. Crews use their training and standard operating procedures to extricate the victim. The patient is constantly monitored to ensure he is getting medical care needed while the extrication occurs. If his condition changes significantly incident priorities will be re-examined. The scene is also continually assessed. If fuel begins to leak from the vehicle the incident priorities will need to be revisited. Traffic is monitored to ensure the safety of responders operating in harms way. Small incidents such as that one tend not to have complications that can come from larger more complex incidents. The next three examples are indications of how larger incidents bring about more complex issues for decision makers. The examples will call into play decision making values, quality of information and the importance of decisions made prior to incidents. Several high profile incidents have called into question how values can come into play when making decisions in emergency situations. The Deepwater Horizon incident in the Gulf of Mexico was one. Another more recent one that I will discuss is the ferry incident in Korea. In some situations a system lends itself to poor decision making. Often human error is a cause of an emergency. In these cases decision making is hampered when the system is set up so that the person that may have caused the emergency is also responsible for the initial actions in mitigating the emergency. The Captain, who was responsible for the ferry, was also responsible for a delay in ordering the evacuation of the ship. Quality information is another important aspect in larger incidents. In the automobile accident above the situation was so small that the incident command would be directly on scene and see all information first hand. Larger incidents do not lend themselves to such advantages. The command must rely on information relayed to him up the chain of command from the on-scene personnel. The incident at the World Trade Center Towers in New York City is one example of how important all of the information used in decision making can be. There was no previous data to determine the way a building will withstand plane impact and fire. Previous large high rise fire data have all been based on the burning of ordinary combustibles, and without the added damage of aircraft impact. They are certainly one of the most experienced in both large and small events. No high rise building had collapsed due to fire previously in the U. As an indicator of the doubts that a high rise building would collapse, initially the FDNY command post was located in the lobby of WTC1. Decisions are made on available information. In this case unfortunately information simply did not exist at that time. Another well known incident is a great example of how preparation and decisions made prior to an incident can have a positive effect on response decision making. When a bomb exploded at the Alfred P. Murrah Federal Building in Oklahoma City in , the city and state responders were well prepared. As a result they had made some significant enhancements to their response plans. These included increased mutual aid training, pre-determined response plans, adding a mobile command vehicle, establishing volunteer

staff, and adding compatible radio systems. These changes created a more safe and efficient response. The added training and equipment aided the command staff in making better and quicker decisions. The knowledge allowed them to have predetermined procedures which aided in their efficiency. The Disaster Recovery Center was in full operations only 25 minutes after the bomb. Despite the magnitude of the incident the response itself was very safe and without major injury. Importance of these steps was stressed in the final report. These incidents highlight the fact that while an analytical decision making process is vitally important in emergency response, typical decision making models may not suffice in addressing the issues of what is considered critical decision making that occurs in emergency incidents. Crisis decision making has factors that make decision making more difficult. The course material for FEMA Time constraints that might make consensus building implausible. Stakes can be high in a crisis, including the lives of victims and responders. There are uncertain consequences to most alternatives, without set rules to guide the choices, and often those choices do not include what would be considered good choices. The decision is often between bad and worse. I would add another factor to the list that adds stress to the decision making process in crisis mode. During an emergency the status is always changing, and it changes rapidly at times. This creates the need for key adaptation to the standard decision making model. The Need For An Analytical Process These issues stress the need for applying an analytical process with the following keys adaptations or enhancements to the model: In step one ensure your communications system in place will get you good information. It must be adequate and accurate. The second step should only contain credible alternatives. That should only include those fast and safe enough to be done with available resources. Choosing an option in step three can be accomplished more quickly if some options are eliminated first. Be sure to include some failure contingencies. In the fourth step following the chain of command with all communications being repeated to ensure accuracy is essential. Some large incidents will call for written action plans. Finally a key difference in the decision making model adapted for crisis is that assessment, the fifth step in the standard model, is continuous and ongoing in an emergency response. It occurs simultaneously during the other four steps and will return the cycle to step one as needed when conditions change. A hazardous materials incident is an excellent way to indicate the need for an analytical approach to problem solving on the scene of an emergency. Empirical data is required to make educated decisions. Research is done using shipping documents, packaging, placarding, labeling, building MSDS, air monitoring and product chemical analysis. Once all data is acquired and analyzed actions can be planned. Progressive response stages will occur. Decontamination will be set up according to the data before mitigation actions can be taken. Zones are set up. PPE is determined by the data gathered. The five step process is definitively followed. Step two is research on the product once determined "this will set the elimination zones, determine the level of PPE and decontamination needed, as well as possible evacuation zones. Step three is to determine what measures are to be taken. Is the leak to be contained or confined, diverted, diked, or dammed? Will fires extinguished or allowed to burn to avoid a worse problem with run off? Step four is also very systematic as responders have baseline vitals taken, are dressed by haz mat trained personnel and tracked individually. Hazardous Materials incident mitigation is quite possible the most analytical of all types of emergencies. The Value of Character And Principles I have done some research outside the emergency response arena on decision making as well. While a great deal has been written on the topic, I feel that one area that deserves further consideration here is the value of character and principles in decision making. Covey states that our decisions are based on how we center our lives. Some people are self-centered and will make decisions based on what is best for them. Some are work-centered and will make decisions based on what is best for their career. Some are family-centered and will make decisions based on what is best for their families. The number of different things we can be centered on is unlimited, some can be positive and some can be negative. Centering on people or situations is not efficient as people and situations change. Effective decision making comes from a principles centered base. Proper principles are positive and do not change.

Chapter 2 : Decision for Disaster : The Battle of the Bay of Pigs by Grayston L. Lynch | eBay

Decision for Disaster: Betrayal at the Bay of Pigs by Grayston L. Lynch About the Author The author, Grayston L. Lynch, was a captain of a U.S. Army Special Forces A-Team who was recruited by the CIA in

Betrayal at the Bay of Pigs by Grayston L. Lynch, was a captain of a U. He personally participated, on the ground, in the doomed invasion of Cuba. Castro hid his Communism until he had eliminated his Decision for Disaster: Castro hid his Communism until he had eliminated his rivals, the other anti-Batista forces, and the Batista supporters. Fidel Castro lied about not being a communist and wanting to establish a democracy and a free press. Roy Rubottom and William Wieland were State Department officials who denied that Castro was a Communist, even though there was already evidence available to them while Batista was in power that showed that Castro was a Communist. He was supervised by Richard Bissell. The goal was to replace Castro by someone friendly to U. It was made up of Cubans who hated Castro. The Cuban invasion was originally scheduled to occur before Castro received the first shipment of heavy arms from the Soviet Union on March 15, , but the incoming President, Jack Kennedy, delayed the invasion until after Castro received arms from the Soviet Union. But after Kennedy took office, Kennedy did not discuss the matter with his cabinet until March The State Department raised numerous objections. Even though they were not military men, they wanted to micromanage the invasion plan. Mainly, they wanted to scale down the size of the operation. They also wanted to obscure U. Kennedy approved going forward with the reduced Cuban invasion plan. Kennedy changed the landing site from Trinidad to the Bay of Pigs. At the time, no one thought to bring up the fact that the new site was too far from the mountains for the anti-Castro rebels to escape to the mountains if things went wrong. Presidential advisor Arthur Schlesinger persuaded Kennedy to make a public announcement on April 12, that the armed forces of the United States would not in any way be involved in an invasion of Cuba. However, there were photographs of the attacking planes that showed they were of a type not possessed by Cuba. Kennedy even refused to provide air cover for our ships outside Cuban territorial waters. Some other American soldiers helped from ships and airplanes. The battle lasted three days. The anti-Castro soldiers could not fight any longer, because they had run out of ammunition. Because of classification restrictions, those who knew the truth were not allowed to tell it. Richard Bissell and Colonel Jack Hawkins were two of the main scapegoats. Rip Robertson died of malaria in Laos in Gray Lynch died in

Chapter 3 : Decision Making in Emergency Response

Decision for Disaster: Betrayal at the Bay of Pigs by Grayston Lynch Grayston Lynch presents an exceptional portrayal of actual events that led to the betrayal of extraordinary, patriotic, and courageous men.

Can this site help me with an original FEMA application? What is the deadline for filing an appeal? An initial decision letter from FEMA denying assistance is not the last word. The toll-free lines are open 7 a. I sent FEMA additional documents but have not heard back and the day appeal period is almost over. Should I still file an appeal? Yes, you should send in your appeal before the day deadline. In your appeal letter be sure to include any additional information or special circumstances related to your situation e. What if it has been more than 60 days? If you think you have a good excuse for not appealing earlier, send your letter anyway and explain why it is late. FEMA granted me rental assistance but denied assistance for repair of my home. Should I file an appeal? If the damage to your home was not covered by insurance and you believe you are eligible, you should file an appeal letter. Note that FEMA disaster assistance is intended to provide resources or monetary assistance for losses not covered by insurance and other critical expenses. It is not intended to restore a property to its pre-disaster condition. What documents do I need to file an appeal? Collecting the following documents before you start your appeal may make the process easier: Can I submit my appeal letter electronically? Can I submit an appeal letter on behalf of a family member or friend? If someone other than the applicant files the appeal, the applicant must also submit a signed statement giving that person authority to represent the applicant. Note that FEMA generally communicates directly with each applicant to protect their private information. The Privacy ACT therefore requires FEMA to obtain written consent from the applicant in order to share their disaster assistance records with a third party. The written consent must: The individual must designate, identify, and name the individuals, entities or organizations to which the disclosure is being consented. Where do I send my appeal letter? Mail your letter to:

Chapter 4 : Appeal Your FEMA Decision - National Disaster Legal Aid

Decision for Disaster is the version from a person who was actually there, CIA officer Grayston Lynch. Lynch tells the story in minute detail, including background. Lynch's story is biased, to be sure, from the viewpoint of the CIA.

Chapter 5 : Decision for Disaster: The Battle of the Bay of Pigs by Grayston L. Lynch

The Paperback of the Decision for Disaster: The Battle of the Bay of Pigs by Grayston L. Lynch at Barnes & Noble. FREE Shipping on \$25 or more!

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