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**NAVAL
POSTGRADUATE
SCHOOL**

MONTEREY, CALIFORNIA

THESIS

**MACROCOGNITION IN TEAMS AND ANALYSIS OF
INFORMATION FLOW DURING THE HAITI DISASTER
RELIEF**

by

Patrick J. Trainor
Scott T. Johns

June 2011

Thesis Co-Advisors:

Susan G. Hutchins
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**MACROCOGNITION IN TEAMS AND ANALYSIS OF INFORMATION FLOW
DURING THE HAITI DISASTER RELIEF**

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Submitted in partial fulfillment of the
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ABSTRACT

On January 12, 2010, a devastating earthquake struck the island nation of Haiti. Recorded at an immense 7.0 M_w , the quake occurred just 16 miles from Haiti's capital of Port-au-Prince. The destruction was widespread and the need for assistance from other nations critical. The collaborative effort that ensued was recorded via the use of the All Partners Access Network (APAN), and consisted of a collection of official briefings, e-mails, chat room logs, and blogs. The goal of this thesis was to utilize the recorded data from APAN to analyze a real-world example of how a team works together on a one-of-a-kind problem. Furthermore, the transcripts from APAN were coded and analyzed in an effort to empirically evaluate the Office of Naval Research measurement model of team collaboration. The model focuses on individual and team cognitive processes, while under stress, used during team collaboration with the goal of understanding how individuals and teams work together in order to reach a decision.

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LIST OF ACRONYMS AND ABBREVIATIONS

APAN	All Partners Access Network
AR	Assessing Risk
AT	Anticipatory Thinking
CKI	Collaboration and Knowledge Integration
COA	Course of Action
COP	Common Operational Picture
DART	Disaster Assistance Response Team
DoD	Department of Defense
DTA	Decision to Take Action
ERU	Emergency Response Unit
FAA	Federal Aviation Administration
FDNY	Fire Department New York
HA/DR	Haiti and Dominican Republic
HTML	Hyper Text Markup Language
IIG	Individual Information Gathering
IIS	Individual Information Synthesis
LLA	Lexical Link Analysis
MEU	Marine Expeditionary Unit
MCC	Mission Control Commander
MIO	Maritime Interdiction Operation
MSSQL	Microsoft Structured Query Language
NEADS	Northeast Air Defense Sector
NDM	Natural Decision Making
NPS	Naval Postgraduate School
NGO	Non-Government Organization
NORAD	North American Aerospace Defense
ONR	Office of Naval Research
PD	Problem Detection
PR	Planning and Re-planning
RTA	Request to Take Action

SITREP	Situation Report
SM	Sense Making
SSA	Shared Situation Awareness
SUMMIT	System for Understanding and Measuring Macrocognition in Teams
TENA	Team Evaluation and Negotiation of Alternatives
TIE	Team Information Exchange
TKS	Team Knowledge Sharing
TPPR	Team Process and Plan Regulation
TSOG	Team Solution Option Generation
UA	Using Analogs
UAV	Unmanned Aerial Vehicle
USAID	United States Agency for International Development

I. INTRODUCTION

A. HAITI EARTHQUAKE

January 12, 2010, began like any other morning in Haiti, but by early evening, the face of a struggling nation was changed dramatically. Approximately 16:53 local Haitian time, the northern border of the Caribbean tectonic plate, upon which Haiti rests, slipped against the North American tectonic plate it abuts, resulting in a 7.0 M_w earthquake. The rupture was later estimated to have occurred along a roughly 40-mile stretch of countryside with the epicenter located under the town of Leogane; a mere 16 miles from Haiti's capitol city of Port-au-Prince. The damage sustained to Haiti's country, people and infrastructure was catastrophic. Haitian rescuers worked through the night, often by flashlight, to save as many lives as they could. By the next morning, word had spread, and the international relief effort was under way.

1. Chronology of Events

- | | |
|------------------|---|
| January 12, 2010 | 16:53 (local) earthquake strikes under Leogane, Haiti. |
| January 13, 2010 | Several hospitals collapse as a result of the earthquake. Operable hospitals number a mere two with a triage center setup in the parking lots.

Cuba, Peru, the Dominican Republic, and the United States all send rescue teams to assist in the relief effort.

U.S. Coast Guard cutter <i>Forward</i> and <i>Mohawk</i> arrive off the coast of Haiti. |
| January 14, 2010 | Communication becomes a problem as the extent of the damage is realized. Streets are clogged with debris making transport of wounded and distribution of supplies extremely difficult.

Social networking sites <i>Twitter</i> and <i>Facebook</i> set up donation sites to assist in the relief.

American Red Cross initiates an option to donate via text message and sets a 24-hour record of \$7 million for mobile donating (Wikipedia Contributors, April 28, 2011). |
| January 15, 2010 | Port-au-Prince airport is over-whelmed with incoming relief flights. Some pilots are circling for hours before being allowed |

- to land. Jacmel airport has become the primary airport as it was left undamaged.
- USS Carl Vinson arrives along with the USS Bataan. Effectively creating a “sea base” for the rescue effort.
- January 16, 2010 Israeli, French, and Canadian forces arrive to assist in the relief effort.
- USNS Comfort leaves the Port of Baltimore bound for Haiti.
- Members of the U.S. Army 82nd Airborne Division set up a water and food distribution site.
- U.S. Dept. of Defense creates Joint Task Force Haiti to coordinate the Pentagon’s relief efforts.
- January 17, 2010 The first of 14 Red Cross Red Crescent Emergency Response Units (ERUs) arrive to provide basic health care.
- Two aftershocks measuring 4.6 and 4.7 Mw strike approximately 10 miles west of Port-au-Prince.
- January 18, 2010 U.S. Marine 22nd MEU (Marine Expeditionary Unit), Spanish amphibious warship Castilla, and Dutch warship Hr. Ms. Pelikaan all arrive in Haiti to assist.
- January 19, 2010 Italy deploys its aircraft carrier Cavour to Haiti.
- January 20, 2010 USNS Comfort arrives in Haiti.
- January 22, 2010 Canadian Air Forces activate air-traffic control over the Jacmel airport in order to facilitate 24-hours-a-day flight operations.
- Cuba opens up its airspace to allow direct over-flight from southern Florida for relief flights bound to and from Haiti.
- February 1, 2010 USS Carl Vinson, Bunker Hill, and USNS Henson all leave Haiti for other assignments.
- March 10, 2010 USNS Comfort finishes its mission and heads home.
- March 16, 2010 The World Bank estimates that it will take \$11.5 billion over three years to reconstruct Haiti.

2. International Response

In keeping with President Obama’s directive of “[a] swift, coordinated, and aggressive effort to save lives” (USAID, 2010) a United States Agency for International Development (USAID) Disaster Assistance Response Team (DART) was on the ground in Port-au-Prince in less than 24 hours. However, this DART was just the first of what

was to be an enormous contingent of national governments, charitable organizations, and for-profit organizations that would respond to Haiti's pleas for help. The United States, Israel, Canada, Brazil, the Dominican Republic, Italy, and Cuba all sent over 1,000 military and disaster relief personnel to contribute to the relief effort. In addition to the large number of personnel, the international community also augmented the relief effort with field hospitals, transport aircraft and emergency facilities as the extent of the damage became more apparent.

As expected, countless groups immediately started fund-raising efforts on a worldwide scale to try to help ease the suffering that was occurring in Haiti. On April 22, 2010, CBS News reported on how much money in total had been raised for the Haiti Disaster Relief Effort. By their calculations just shy of \$15 billion had been raised (Attkisson, 2010) in four months.

However, progress was not always in a positive direction for the relief effort. Many obstacles presented themselves as relief workers worked tirelessly to help the Haitian people. Large aftershocks, lack of electricity, collapsing buildings blocking major roadways, and the breakdown of the Haitian civil infrastructure all were impediments to progress. Throughout the relief effort the communications that transpired between responders were recorded in the All Partners Access Network (APAN). The Office of Naval Research (ONR) Collaboration and Knowledge Interoperability (CKI) Program manager was provided a complete set of the APAN data from the Haiti Disaster Relief Effort.

B. THESIS GOALS

The goal of this thesis is to empirically evaluate the model of team collaboration by the ONR CKI Program. Using All Partners Access Network (APAN) communications data collected during the Haiti Disaster Relief Effort of 2010. A secondary goal is to break apart some of the more encompassing macro-cognitive

definitions, that have been proven to exist throughout team collaboration in previous research, into subsequently more precise, separate definitions to add granularity to current and future research.

The topics of *Hospital* and *Water* were the two themes examined from the APAN data set. The data consisted of a combination of APAN blogs, official briefings, forum transcripts, Situation Reports (SITREP), and open source material that were all used by responders during the Haiti crisis. This data provided an example of an inter-agency collaborative team's response to an emergency.

The ONR model of team collaboration focuses on how individual team members employ cognitive processes to develop information and knowledge, combine their knowledge with other team members, and finally make an informed decision. Macro-cognitive process definitions were applied to the data to determine whether the definitions were applicable in real-world, time-critical events, or more suited for a controlled, laboratory setting. Previous ONR studies indicate that by gaining increased insight via studies such as this thesis, a greater understanding of metacognition and the metacognitive processes that humans use during a collaborative response to a complex, ambiguous, time-pressured, information-rich problem-solving event can be used to refine the model of team collaboration. This thesis will also provide suggestions for additions and deletions from the existing list of macro-cognitive processes included in the model.

C. PREVIOUS RESEARCH

Previous research has been conducted with the similar goal of testing previous versions of the model of team collaboration. This includes NPS theses by Ensign Garrity (2007), Lieutenant Socias (2008), Lieutenant Commander Donaldson and Lieutenant Johnson (2008), Lieutenant Place and Lieutenant Grubbs (2009), and several studies by Hutchins and Kendall that included both laboratory and real-world experiments where teams collaborated during air warfare and Maritime Interdiction Operations (MIO) simulations (Hutchins and Kendall, 2008).

The Garrity thesis evaluated the initial version of the model of team collaboration by analyzing the Fire Department of New York's (FDNY) response to the terrorist attacks of September 11, 2001 (Garrity, 2007). Socias' thesis focused on one particular audio channel from the Northeast Air Defense Sector (NEADS) that was recorded as part of the communications between North American Aerospace Defense Command (NORAD) and the Federal Aviation Administration (FAA) during the September 11, 2001 terrorist attacks (Socias, 2008). Donaldson and Johnson also analyzed an audio channel from NEADS that was separate from the Socias research (Donaldson, Johnson, 2008). Place and Grubbs focused on an audio channel from the Mission Control Commander (MCC) during this same time period (Place, Grubbs, 2009). This quartet of theses provided a comprehensive empirical evaluation of the initial model of team collaboration.

MIOs are U.S. Navy operations that are conducted to search for contraband material aboard vessels. Suspect vessels are boarded by military teams to ensure compliance with current embargos and maritime law. Using a series of simulated MIO scenarios, Hutchins and Kendall evaluated the initial model of team collaboration by analyzing the chat logs that resulted from these high-fidelity at-sea experiments (Hutchins & Kendall, 2008; Hutchins et al., 2006).

One of the more recent theses on this topic was done by Lieutenant Commander Place and Lieutenant Grubbs in 2009, which analyzed selected transcripts from NORAD and the FAA and their collaboration efforts during the September 11 attacks on the World Trade Center in New York City. Place and Grubbs focused their research on attempting to empirically evaluate the Office of Naval Research's model of team collaboration in a real-world situation with a one-of-a-kind problem by applying the macrocognitive process definitions to the team communications revealed in the transcripts.

The remainder of the thesis is organized as follows: the literature review provides a thorough review of the literature on collaboration and a model of team collaboration, and describes the terminology used while evaluating the data for this research; the

method chapter describes the data analysis and coding procedures; the results chapter examines the quantitative and qualitative conclusions from our study; and the conclusion chapter summarizes the results and then provides a framework for future research.

II. LITERATURE REVIEW

A. COLLABORATION AND KNOWLEDGE INTEROPERABILITY (CKI) PROGRAM

With the increase of globalization, the joint war fighter concept, and a greater number of nations working collaboratively, the sheer mass of information that is readily available and the ability to distribute this information at previously unheard of speeds, places a greater than ever emphasis on teams to share, process, understand, and use this information to accomplish their tasks. This is where the ONR comes into play with their stated mission of working: “to foster, plan, facilitate and transition scientific research in recognition of its paramount importance to enable future naval power and the preservation of national security” (ONR, Mission of ONR). Realizing that to continue to succeed on the battlefield, ONR has organized the U.S. Navy and Marine Corps’ science and technology programs, the one with which we are concerned is the Collaboration and Knowledge Interoperability (CKI) program.

The CKI program’s primary objective is to better understand collaboration and the inherent cognitive processes employed by collaborating team members, and use that knowledge to improve the effectiveness of team decision making in complex, one-of-a-kind, data-rich, time-sensitive situations in both military and commercial environments. This objective is accomplished using cognitive science-based tools, models, computational methods and human-agent interfaces that are intermingled in various combinations to investigate the metrics needed and the processes involved in how teams build actionable knowledge. It is ONR’s hope that via programs such as CKI, a greater understanding of high-level cognitive processes can be attained and that knowledge will be used in turn to develop new operator interfaces with supporting equipment that facilitates teams in processing an even larger amount of data while simultaneously improving team performance (Letsky, 2008).

B. COGNITION

Cognition is an amalgam of many mental processes (Lycan, 2008). Perceiving, reasoning, recognizing, conceiving, remembering, and learning, all of which can be conscious or unconscious. The Merriam-Webster Dictionary defines cognition as: “of, relating to, being or involving conscious intellectual activity (as thinking, reasoning, or remembering)” (Merriam-Webster Dictionary, 2011a). Simply stated, cognition is the process of our thoughts; how we think. Several levels of cognition exist and work cohesively to allow humans to do the many diverse tasks with their minds that they need to accomplish on a day-to-day or even second-by-second basis (Lycan, 2008). Types of cognition include metacognition, macrocognition and microcognition.

1. Metacognition

Metacognition is typically viewed as an individual experience. When discussing the individual, metacognition can be defined as, “[the] awareness or analysis of one’s own learning or thinking processes” (Merriam-Webster Dictionary, 2011b). Restated, metacognition is the conscious understanding of an individual’s own cognitive processes and their ability to use this understanding to improve their own thought processes (Mayer, 2003).

Three classes of metacognition are described in the research literature: (1) knowledge (that is, what the person knows about their own thought processes); (2) regulation (that is, the internal habit patterns that a person imposes on themselves to control the way in which they learn); and (3) experiences (such as, the person’s own unique past interactions with the current cognitive problem) (Flavell, 1979). When viewing metacognition from a team collaborative standpoint, one of the most important factors to consider is metamemory, or how accustomed the person is with what they remember (Dunlosky & Bjork, 2008). This is especially important with team efforts because accurate retrieval of things stored in memory can be essential to team success. Individuals who are able to improve their own metacognition within each of the three

classes of metacognition will be better able to control and focus their learning and retrieval processes and thus better contribute to timely and effective team performance (Salas & Fiore, 2004).

2. Macrocognition

Macrocognition is defined as “the internalized and externalized high-level mental processes employed by teams to create new knowledge during complex, one-of-a-kind, collaborative problem-solving” (Letsky, Warner, Fiore, & Smith, 2008). The focus from this perspective is on internal and external mental processes and higher-level mental processes. When internal and external mental processes are combined, the result is a more complete, collaborative problem-solving effort. Secondly, higher-level mental processes need to be considered exclusively in order to eliminate the more basic and autonomic mental processes. A higher-level mental process can be thought of as a more expert exchange of knowledge on a topic to include explanations and interpretations, as this information is transferred between teammates (SUMMIT, 2008).

Macrocognition examines cognition at a deeper, more complex level than metacognition and strives to discriminate the different levels of cognitive processing. Examples of a macrocognitive process could be communication or reasoning. This is opposed to microcognition, which considers the underlying processes of the human brain that can be measured by qualitative means such as pupil dilation.

3. Microcognition

Microcognition’s focus is to attempt to understand how the underlying processes that take place inside a person’s brain occur and how they are directly affected in either a favorable or unfavorable way (Klein et al., 2003). These processes serve as the foundation of human cognition and thus, have been studied extensively by cognitive psychologists. Most commonly these processes are examined in a laboratory setting via specifically designed experiments.

4. Understanding Complex Cognition Through the Use of Macrocognition

ONR believes that cognition and collaboration in complex, ambiguous, time-pressured, information-rich, problem-solving environments must be studied in greater detail. The goal of this research is to develop a better understanding of the collective understanding of human decision making and mold that into a means of gaining a military advantage over our adversaries.

Psychologists find when studying cognition, by way of team collaboration, they are better able to understand aspects of human cognition and the problem-solving methods that are utilized in these collaborative frameworks when done so in a natural environmental setting (Cacciabue & Hollnagel, 1995). Cacciabue and Hollnagel showed that the display of complex cognitive processes was best accomplished when individuals and teams performed realistic tasks in natural environments as opposed to laboratory settings and artificial tasks (Cacciabue & Hollnagel, 1995).

C. DECISION MAKING

Teams in government, industry, and the military are increasingly relying on interconnected and interdependent systems, with a large degree of the cognitive work distributed among people and machines. Because of this, we see an increased need to understand how individuals and teams in these environments are able to work together to plan, think, decide, solve problems and take action as tightly coupled units. (Fiore, 2010)

Decision making occurs in both individuals and teams, often in parallel and continuously. There are various approaches and combinations of decision making techniques that affect how teams proceed through the decision making process. This decision making process is a unique challenge that is based on the input of multiple individuals (Lahti, 1996). This section will discuss decision making on the individual level and how anticipatory thinking is involved in that process and where this ties into team collaboration.

1. Individual Decision Making

Individuals come together to comprise teams and the team (i.e., joint) mindset is how the U.S. military operates on a regular basis, especially in times of great need such as the Haiti Disaster Relief. This is important to researchers in areas such as macrocognition, because the reliability of the conclusion reached by a team is greater than the conclusion reached by an individual (Blinder & Morgan, 2000). However, it is in dealing with situations that an individual cannot handle on their own that a team combines the knowledge capacities of its members to solve their problem (Post, Rasker, & Schraagen, 1997). Thus, the need to correctly interpret and anticipate one another's activities and actions on the team becomes critical to an effective outcome (Rouse, Cannon-Bowers, & Salas, 1992).

It is through the understanding of individual decision making that researchers have begun to realize the evolving dynamics of how teams make decisions and collaborate. A rising area of interest for continuing investigation is anticipatory thinking, both on the individual and the team levels.

2. Team Decision Making

Fiore et al. describe the collaborative knowledge building process that occurs in teams as “a process that leads to the product of knowledge” (Fiore et al., 2010). This is accomplished via what can be thought of as a three-stage process wherein data is transformed into information, and information is thusly transformed into knowledge (Fiore et al., 2010). Individuals transform data into information when the data is organized and contextually grounded in order to provide meaning within the specified context. These individual efforts are then fused with the other individual efforts, on the team, to form knowledge that is made useful and actionable within the context of the problem (Fiore et al., 2010).

To effectively perform as a team, each individual must share his or her task knowledge and the other team members must understand it. However, with the increase in automation in the battle space that these teams are experiencing, there arise new

problems and challenges that can inhibit the team's ability to arrive at a decision such as having to process too much information (Cuevas, Strater, Caldwell, & Fiore, 2007). Therefore, team decision making requires effective communication. Communication between team members requires cognitive resources and time. As a result, when communications are more efficient the entire team prospers (Post et al., 1997). In an effort to analyze a team's collaboration efforts in a unique, information-rich, time-critical situation, this thesis analyzed the APAN data, based on the ONR macrocognitive process definitions.

D. MODEL OF TEAM COLLABORATION

For several years now, ONR's CKI program has been researching ways "to improve the effectiveness of team-decision making in complex, data-rich situations in both military and commercial environments" (ONR, 2010). This research has led to several iterations of the model of team collaboration, which is based upon the empirical evaluation of real world, decision-making events such as the Haiti Disaster Relief. It is by performing this analysis of events via the model of team collaboration that the cognitive processes used when teams collaborate to solve problems will be better understood (ONR, 2010). The original model of team collaboration can be found in Figure 1.

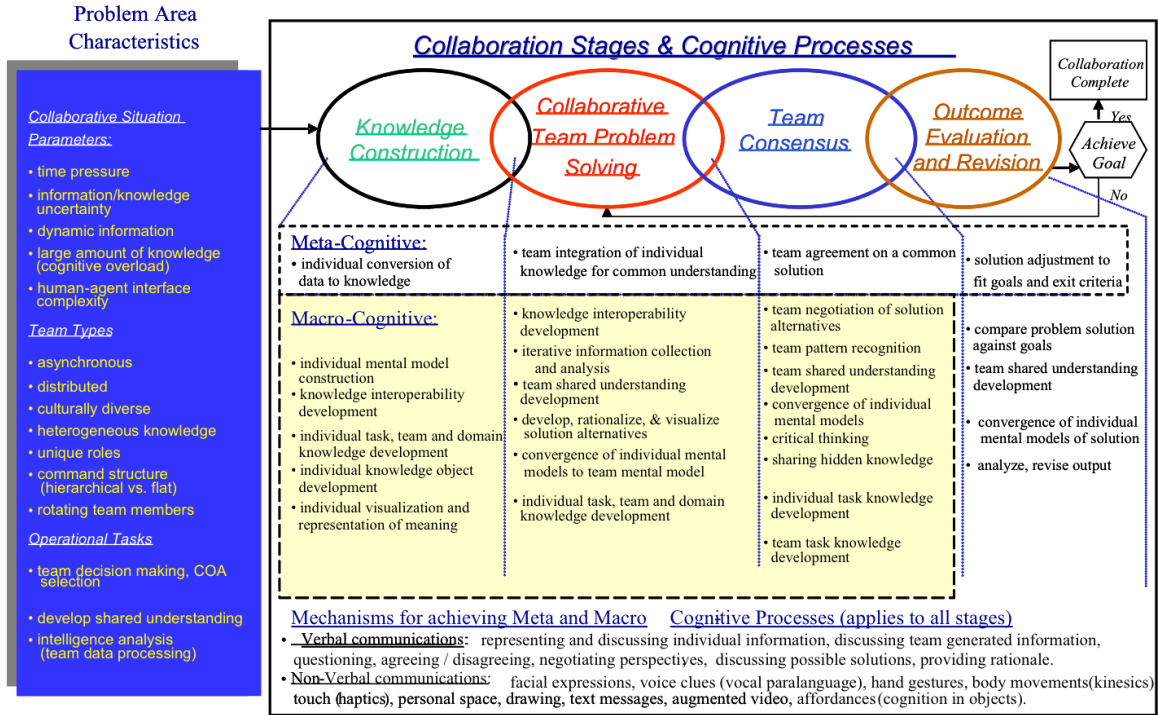


Figure 1. Model of Team Collaboration (From Warner & Letsky, 2008)

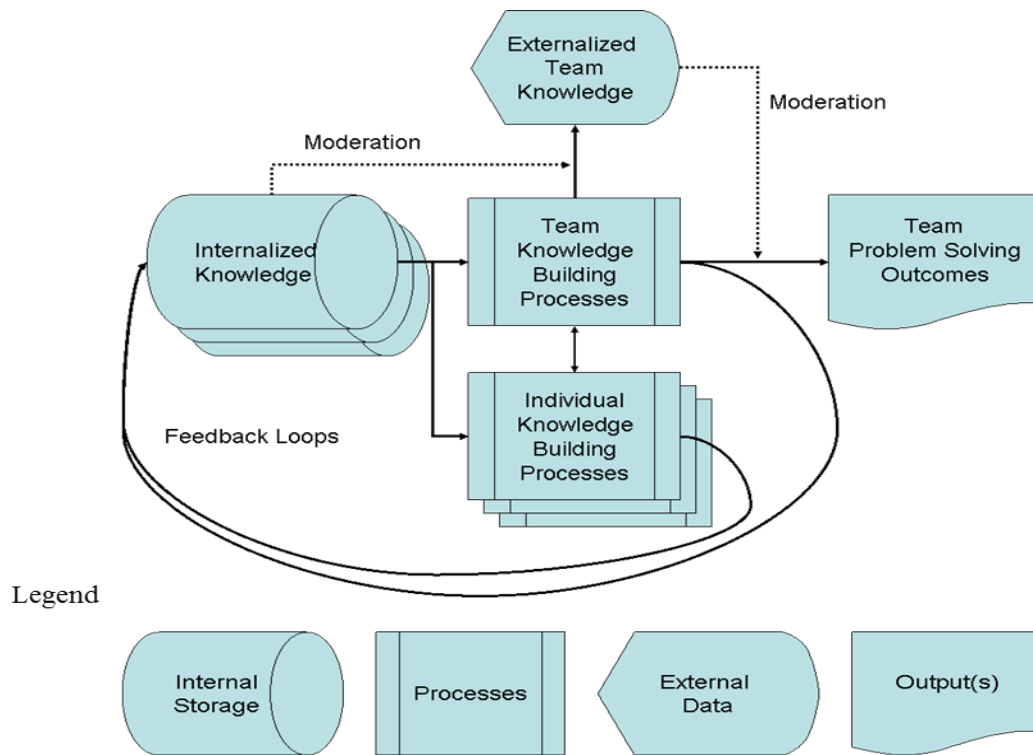
As more tasks for both military and civilian teams require the diverse expertise of a number of participants, team collaboration is becoming increasingly important. Two levels represent each stage of collaboration of the cognitive process: metacognitive and macrocognitive. Metacognitive processes guide the overall problem-solving process while macrocognitive processes concern the supporting team member's activities within each collaborative stage (Warner, Letsky, & Cowan, 2005).

The model of team collaboration is composed of four phases: knowledge construction, collaborative team problem solving, team consensus and finally, outcome evaluation and revision. Knowledge construction is where individuals develop their own mental models, which allows them to work cohesively with the rest of the team members in the next phase, collaborative team problem solving (ONR, 2010). The collaborative team problem-solving phase is when team members come together to synthesize their mental models and individual schemas to develop a shared understanding of the problem (ONR, 2010). As this shared understanding evolves, the team moves on to the third

phase, that of team consensus. Team consensus is the phase whereupon the team members negotiate a solution as their shared mental models begin to converge (ONR, 2010). This leads to the final phase of outcome evaluation and revision in which the team members compare their solution against the goals, then analyze and revise the output as needed (ONR, 2010). Should the goals not be satisfied the entire process becomes iterative and reverts to the second phase of collaborative team problem solving until the goal is achieved and collaboration is complete (ONR, 2010).

The model of team collaboration focuses on the macrocognitive processes employed when team collaborate to solve unique, challenging, information-rich problems. Measuring team communications and verbal protocols allow for empirical assessment of macrocognitive processes, such as team knowledge building, shared team understanding, and team negotiation of alternatives to reach a shared team decision (Warner et al., 2005).

The model has evolved over the years as research has revealed new dimensions previously unknown. The current version of the CKI team measurement model for macrocognition research (Figure 2) that was used for this thesis consisted of five phases: Internalized Knowledge, Individual Knowledge Building Processes, Team Knowledge Building Processes, Externalized Team Knowledge, and Team Problem-Solving Outcomes. Figure 2 depicts the team measurement model for macrocognition research and shows the relationship between different phases of knowledge building and developing understanding during team collaboration (Letsky et al., 2008). Each stage entails several macrocognitive processes that further explain the collaborative process.



(Note: Multiple overlapping symbols indicate representations for multiple team members)

Figure 2. Team Measurement Model for Macrocognition Research (Fiore et al., 2010)

The ONR model focuses on the method in which teams build new knowledge when confronted with a unique, challenging problem, both on the team level and the individual level. This is done as the team progresses through the phases of the model. New knowledge and decisions are looked at as the output of a team’s collaborative efforts. The process that the team uses to create this new knowledge is referred to as a series of related actions, measured over time, engaged in by individuals or a team in order to create an outcome, result or product (SUMMIT, 2008).

This team collaboration process begins with input, presented in the form of initial information and/or data that advises the team of the task and its deliverables. Factors that influence the problem include: the configuration of the team, time-pressure, degree of how dynamic the available and incoming information is, and the available technology to assist the team as they strive to solve their problem.

Recent research has revealed a new macrocognitive process category called Decision to Take Action (DTA). DTAs emergence came about via research done while analyzing data from several real-world problem-solving scenarios including Maritime Interdiction Operation (MIO), air warfare, dynamic targeting, unmanned aerial vehicle (UAV) execution and re-planning, and firefighting. This macrocognitive process addresses the team member's often critical need to tell another team member to take a specific course of action (Hutchins & Kendall, 2008). DTA consists of two subcategories, a team member issuing an order for a Course of Action (COA) or making a Request to Take Action (RTA). A COA would most likely be seen when a superior was issuing an order to a subordinate, whereas an RTA would involve a peer-to-peer request.

To understand the difference between COA and RTA one must assess the criticality of the action that is to be taken, in addition to the relationship that exists between the two different team members (i.e., superior to subordinate or peer-to-peer). Another important distinguishing characteristic of a COA is that they tend to be crucial to the outcome of the problem; RTAs are more often not viewed as critical to the outcome (Hutchins & Kendall, 2008).

Several of the macrocognitive process definitions were excluded and others were added for use in this thesis. Justifications can be found in Chapter III of this thesis. The original definitions of the macrocognitive processes and examples are included in Table 1 (SUMMIT, 2008).

Table 1. Macrocognitive Process Definitions¹ Including Specific Examples from the APAN Haiti Data

1. Individual Knowledge Building Processes
<p><u>a. Individual Information Gathering (IIG)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> IIG involves actions individuals engage in to add to their existing knowledge. • <u>Example:</u> Actions such as reading, asking questions, accessing information on displays, providing messages to team members. • <u>Haiti Specific Example:</u> “I don't know if you can help at all or if you have contacts where you can inquire about the availability in Port au Prince for helping discharged patients find somewhere to sleep/eat etc..?”
<p><u>b. Individual Information Synthesis (IIS)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> IIS involves comparing relationships among information, context, and artifacts to develop actionable knowledge. • <u>Example:</u> A team member synthesizes information about the different personnel he is in charge of and about the objective of the first operation into a set of criteria of what resources he should send to which grid. • <u>Haiti Specific Example:</u> N/A
<p><u>c. Knowledge Object Development (KOD)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> KOD involves creation of artifacts, by the individual, that represent actionable knowledge or affordances (e.g., pushpins and attached notes). • <u>Example:</u> A team member creates a table on a document outlining the three most appropriate means for moving parcels to a given zone and provides it to another team member so that they may refer to it when planning how to get parcels to pick up zones. • <u>Haiti Specific Example:</u> N/A
2. Team Knowledge Building Processes
<p><u>a. Team Information Exchange (TIE)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TIE is the passing of relevant information to the appropriate teammates. Relevant information is information that is useful in helping solve a particular task. Irrelevant information is anything that is not useful in helping solve a particular task. • <u>Example:</u> During discussion of where to establish the land base, one team member points out that the land base location suggested by other team members is extremely far from any military personnel, which may be critical to completing the mission. • <u>Haiti Specific Example:</u> “The watch officer phone number here at SOUTHCOM is listed below.”
<p><u>b. Team Knowledge Sharing (TKS)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TKS is when explanations and interpretations between team members or with the team as a whole take place. These explanations may be augmented by graphic visualizations on shared workspaces. • <u>Example:</u> A team member posts information memos on the shared map that highlight for all team members where resources such as pallets and humanitarian workers are located. • <u>Haiti Specific Example:</u> “The following prophylaxis treatments remain effective against Plasmodium Falciparum in Haiti: Atovaquone/Proguanil, Chloroquine, Docycycline and Mefloquine.”
<p><u>c. Team Solution Option Generation (TSOG)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TSOG involves the team members offering potential solutions to the problem.

<ul style="list-style-type: none"> • <u>Example:</u> The team develops specific options regarding the transportation of supplies from the base to a grid where it is needed. • <u>Haiti Specific Example:</u> “The use of Cap-Haitian [airport] will avoid the logjam at Port au Prince and is an effective innovation in putting the supplies and aid where they are needed. “
<p><u>d. Team Evaluation and Negotiation of Alternatives (TENA)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TENA is the clarifying and discussing of the pros and cons of potential solution options. This could include clarifying pieces of information, verbally simulating the ripple effects of alternatives, attempting to persuade other teammates regarding the relative efficacy of alternatives. • <u>Example:</u> After a team member suggests that even though a helicopter at the base is more expensive to operate it can still deliver the supplies faster than the helicopter on the carrier. The team then discusses the pros and cons of either option. • <u>Haiti Specific Example:</u> N/A
<p><u>e. Team Process and Plan Regulation (TPPR)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TPPR involves discussing or critiquing the team’s knowledge building process or plan. • <u>Example:</u> After completing an operation, the team receives feedback that one of their planes was lost due to bad weather. The air specialist team member states that the cost of the airplane far exceeds what they would spend on higher reliability weather reports. Team members unanimously agree to purchase the highest reliability information possible in all subsequent planning. • <u>Haiti Specific Example:</u> N/A
<p>3. Internalized Team Knowledge Products</p>
<p><u>a. Teammate Knowledge Similarity (TKSim)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TKSim is the degree to which teammates’ mental models of one another’s relatively stable levels of skill, knowledge, experience, dispositions and/or habits converge. • <u>Example:</u> The number of correct relationships between two pieces of information determined by counting the number of pieces of correct information used by all team members during a task via a post-task questionnaire. • <u>Haiti Specific Example:</u> N/A
<p><u>b. Shared Situational Awareness (SSA)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> SSA is the degree to which teammates’ awareness and interpretation of moment-to-moment changes in their collective situation converges. • <u>Example:</u> Two team members agreeing that the optimum location for a military base is at a specific coordinate. • <u>Haiti Specific Example:</u> N/A
<p><u>c. Team Knowledge Objects (TKO)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TKO is the creation of artifacts that represent actionable knowledge or affordances agreed to by the team. • <u>Example:</u> Team members agree upon the placement of a pushpin on a map at a specific set of coordinates where the base location shall be. • <u>Haiti Specific Example:</u> N/A
<p><u>d. Task Knowledge Stock (TaKS)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> TaKS is the accurate task-relevant knowledge held by team members. This would include knowledge about task strategy and equipment. • <u>Example:</u> A team member notes that the base location has excellent road access, thus making it easy for heavy equipment to arrive and depart as needed.

<ul style="list-style-type: none"> • <u>Haiti Specific Example:</u> N/A
4. Externalized Team Knowledge Products
a. <u>Uncertainty Resolution (UR)</u> <ul style="list-style-type: none"> • <u>Definition:</u> UR is the degree to which a team has collectively agreed upon the status of problem variables (e.g., hostile/friendly). • <u>Example:</u> The resolution of a plan and the individual components of the plan. Each team member is responsible for his or her own resources, but it is also their responsibility to communicate with the other team members in order to resolve the problem. • <u>Haiti Specific Example:</u> N/A
b. <u>Externalized Cue-strategy Associations</u> <ul style="list-style-type: none"> • <u>Definition:</u> Describes the teams collective agreement as to their task strategies and the situational cues that modify those strategies (and how). • <u>Example:</u> N/A • <u>Haiti Specific Example:</u> N/A
c. <u>Pattern Recognition and Trend Analysis</u> <ul style="list-style-type: none"> • <u>Definition:</u> The accuracy of the patterns or trends explicitly noted by members of a team that is either agreed upon or unchallenged by other team members. • <u>Example:</u> N/A • <u>Haiti Specific Example:</u> N/A
5. Team Problem-Solving Outcomes
a. <u>Quality of Plan/Problem-Solving Solution</u> <ul style="list-style-type: none"> • <u>Definition:</u> Quality of Plan/Problem-Solving Solution is the degree to which the solution adopted by a problem-solving team achieves a resolution to the problem. • <u>Example:</u> The percentage of refugees rescued from a danger zone would show the quality of a plan in regards to its problem-solving solution. • <u>Haiti Specific Example:</u> N/A
b. <u>Efficiency of Planning Process</u> <ul style="list-style-type: none"> • <u>Definition:</u> Efficiency of Planning Process is the amount of time it takes a problem-solving team to arrive at a successful resolution to a problem. • <u>Example:</u> Two competing teams, each with the same problem to solve, finish the problem with different times. Assuming the same quality output, if team 1 finishes 10 minutes faster than team 2, team 1 is deemed more efficient. • <u>Haiti Specific Example:</u> N/A
c. <u>Efficiency of Plan Execution</u> <ul style="list-style-type: none"> • <u>Definition:</u> Describes the quality of the plan (e.g., number of lives saved) divided by the amount of resources used to accomplished this and the amount of time the plan takes to arrive at a successful resolution to a problem. • <u>Example:</u> N/A • <u>Haiti Specific Example:</u> N/A

¹(Definitions of macrocognitive processes from Fiore et al., 2010)

1. Individual Knowledge-Building Processes

The Individual Knowledge-Building process begins as each individual team member receives some initial input to build his or her own knowledge. Team members

realizing that in order to solve the problem, data and information must be used to develop knowledge and then used in coordination with others to reach a team decision. Actions typical in this phase include but are not limited to: reading, assessing visual displays, and forming initial mental models (SUMMIT, 2008). Table 1 contains the applicable macrocognitive processes, in their original verbiage with both general and Haiti Disaster Relief specific examples (SUMMIT, 2008).

2. Team Knowledge-Building Processes

The vast majority of collaboration occurs during this next phase, Team Knowledge Building. This is where team members begin to collectively construct team knowledge (Bellinger, Castro, & Mills, 2004). The Team Knowledge-Building phase is a process that includes actions taken by teammates to disseminate information and to transform that information into actionable knowledge for team members (SUMMIT, 2008). The metacognitive processes that are taking place in this phase are team members sharing and integrating their knowledge so that the team can come up with a common representation of the problem to work from. The process of reframing the problem begins to occur as the team gains a more total understanding of the problem. This understanding of the problem includes unknown elements, goals, and previously overlooked information (McComb, 2005). Although the focus of the macrocognitive processes is different in this phase, they are similar and build upon those that occur in the individual knowledge-building phase. Table 1 also contains the macrocognitive process definitions in their original verbiage (SUMMIT, 2008).

E. NATURALISTIC DECISION-MAKING (NDM) PROCESSES

In an effort to attempt a separation of some of the larger categories that had been reported in previous research such as Team Information Exchange (TIE) and Team Knowledge Sharing (TKS) into smaller, more descriptive processes the addition of Naturalistic Decision-Making (NDM) Processes transpired. Inspired by the works of experts in the field of team collaboration such as Klein and Joseph, eight new processes were added to the coding scheme for this research.

a. Anticipatory Thinking

A crucial function of macrocognition at the individual level is anticipatory thinking. Klein defines anticipatory thinking as: “the process of recognizing and preparing for difficult challenges, many of which may not be clearly understood until they are encountered; a form of sensemaking” (Klein, Snowden, & Pin, 2007, p. 1). It is important to make the distinction between simple prediction and anticipatory thinking. Anticipatory thinking is indicative of people prepping themselves for future events and responses to those events and not merely forecasting what will happen as is observed during prediction. The focus of anticipatory thinking also differs from prediction. Anticipatory thinking concentrates on possible events that include low-probability, high threat events (i.e., a NATO convoy encountering a roadside Improvised Explosive Device), and not solely the most predictable of events. This unique focus is attained by active attention management, which allows the individual or team to focus their attention on sources of information that have a higher probability of yielding vital information towards a response or solution to the problem. One of anticipatory thinking’s greatest values is that it acts as an early warning system for when trouble is on the horizon. This advantage is usually detected by use of one, or a combination of the three types of anticipatory thinking.

Three types of anticipatory thinking are described in the research literature: pattern matching, trajectory tracking, and conditional anticipatory thinking (Klein et al., 2007). Pattern matching occurs when an individual creates an internal template of knowledge based upon experiences that they have and then uses this template to notify them if a situation does not follow its typical course. At its most basic, pattern matching occurs when an individual reacts to his or her own set of cues. The more experience a person has the faster they will notice when there is an anomaly in the pattern before them, allowing them to react to the situation faster than the less experienced individual.

Trajectory tracking can be thought of as “the curve” with respect to thinking. In order to anticipate, one must “get ahead of the curve” (Klein et al., 2007). This means that the individual must notice and then extrapolate trends from the information at hand, while combining these actions with a functional perspective. Meaning that the trajectories of the events (i.e., trends) must be tracked and then compared with what is expected (i.e., anticipated), and finally compared with what is actually occurring.

Conditional anticipatory thinking requires the individual to make a connection between the events in order to formulate a response (Klein et al., 2007). A person is not simply responding to a self-made cue during conditional anticipatory thinking, but rather the person is analyzing the interdependencies and implications of different combinations of potential events.

Several hurdles have been identified that can impede anticipatory thinking. Overconfidence in one’s own capabilities, passiveness, disconnects between co-workers, complexity of the problem, fixation, organizational barriers, and level of team coordination (Klein et al., 2007).

1. Eight New Processes

In an attempt to separate the large percentage of exchanges coded as TIE and TKS, eight new Naturalistic Macro-cognitive Definitions were included in this thesis. See Table 2 for the complete set of definitions.

Table 2. Naturalistic Decision Making Processes with Specific Examples from the APAN Haiti Data

Eight New Processes
<p><u>1. Anticipatory Thinking (AT)</u></p> <ul style="list-style-type: none"> • <u>Definition:</u> To foresee and make mental preparation by employing one’s mind to a hypothetical scenario or problem (contingency preparation). • <u>Example:</u> A team member realizes that with the proposed remote location of the base, resupply efforts will take twice as long as normal. • <u>Haiti Specific Example:</u> “At this point, like I was saying, we have perhaps twelve hours of working materials to keep going.”

Eight New Processes

2. Assessing Risk (AR)

- Definition: Evaluation of the potential consequences for risk or a danger to reach a desired end-state.
- Example: The team addresses the vulnerability of the base to enemy attack and how long reinforcements would take to arrive.
- Haiti Specific Example: “Security on the ground is must for proper/efficient and safe distribution of supplies.”

3. Decision to Take Action (DTA)

- Definition: A superior in the chain of command telling a team member to take a specific action.
- Example: The team leader orders a subordinate team member to gather data on response times for reinforcement by friendly forces to the proposed base location.
- Haiti Specific Example: N/A

4. Planning & Re-planning (PR)

- Definition: A process where team members build a list of actions that will be performed to solve a problem and adjust as developments occur.
- Example: Team members gather regional data of suitable locations for a new base. As more information and requirements come in, the number of suitable locations dwindle until an answer is found.
- Haiti Specific Example: “Luxembourg requests a written agreement that would assure them that they would have 300 liters a day of diesel fuel per day if the unit will be stationary and up to 500 liters a day if the unit must transport water.”

5. Problem Detection (PD)

- Definition: A form of sensemaking that recognizes issues arising from the current situation and that the outcome could be detrimental if not addressed.
- Example: A team member notices a high mountain range bordering one side of the new base that would make it difficult for approaching aircraft to land. This restricts the number of approaches that friendly aircraft can make to the base and thus makes their movements more predictable to the enemy.
- Haiti Specific Example: “WEBSITE” does not seem to have contacts for hospitals in Haiti and seems to provide maps only in PDG (Print Designer GOLD) format.”

6. Request to Take Action (RTA)

- Definition: A team member to team member request to take some action (not
- Example: One team member asks another for clarification of the elevation of the new base.
- Haiti Specific Example: “If the hospital status changes, more/less beds available, please advise via this post.”

7. Sensemaking (SM)

- Definition: The process of framing and reframing current inputs to the problem in a continuous process that helps us filter and interpret the data.
- Example: The team leader recognizes that the difficulty in choosing a new base

Eight New Processes

location is due to the small number of friendly controlled areas.

- Haiti Specific Example: “Dr. "NAME": This question of security and the rumors of security and the racism behind the idea of security has been our major block to getting aid in.”

8. Using Analogues (UA)

- Definition: Comparing the current situation with past experience to solve the current situation.
- Example: The team leader remembers from a previous scenario that limiting the number of aircraft approaches to a base can be dangerous since the enemy can better predict where the aircraft will be. The proposed base location is scrapped for a different one that does not limit the number of approaches.
- Haiti Specific Example: “Please help to get severely injured patients to us immediately; we have the capacity to save them and are not being fully utilized.”

III. METHOD

A. DATA SELECTION

The collaboration that transpired between responders during the 2010 Haiti Disaster Relief effort was captured in the APAN collaboration tool. These collaborative communications occurred between aid workers consisting of Non-Governmental Organizations (NGO), various military commands, Department of Defense (DoD) agencies, public and private relief agencies and non-profit organizations listed in Appendix B. A large amount of data was collated into one large Microsoft Structured Query Language (MSSQL) server database consisting of approximately 68,000 messages/blogs of which 3,900 about Haiti were used that generated 40 threads or themes. The records in the database consist of blogs, official briefings, forums transcripts, SITREPS, and open source material (Gallup & Wood, 2010).

Both authors, in conjunction with their thesis advisor, met with a Naval Postgraduate School (NPS) researcher, whose research is focused on knowledge management approaches into data/text mining using Lexical Link Analysis (LLA) for System Self-Awareness (SSA), decision making, and collaboration to discuss how to select a coherent subset of data from the larger database for analysis. LLA is used to analyze the structured and unstructured data files. It is a way to automatically separate documents that will develop themes from the database. These themes are based on the frequency of key words, characterized by one to three key words (Gallup & Wood, 2010). This is how themes such as injury, disease, security, water, and hospital were discovered (Zhao et al, 2010a). LLA is comprised of two components, lexical analysis and link analysis. These components extract word pairs from the selected documents in the form of text mining.

Results of the LLA yielded weighted word pairs that corresponded to themes and documents for an identified period of time. For example, the information exchanges that were particular to hospital were designated as being related to hospital and then analyzed within the identified time period of information exchanges associated with hospital.

We decided to focus on a few select themes that transpired over an extended period of time. Ultimately, the two authors choose two data rich threads consisting of the themes “Water” and “Hospital” because of the importance of those two topics in a natural disaster or crisis situation. This provided a data set for analysis that covered a topic from its inception to completion to provide an example of team collaboration as it unfolded as the various government agencies, relief organizations and the military forces collaborated into a unified effort to help the people of Haiti.

B. PRACTICE CODING

Both coders practiced coding using a separate transcript from another task domain that included approximately 250 lines of communications. This familiarization period provided experience in interpreting the macrocognitive process definitions included in the model of team collaboration. After the practice set of data was independently coded by each coder, the two coders and their thesis advisor reviewed the coding and discussed how and when each cognitive process definition should be used. A second session of practice coding was deemed appropriate to calibrate each coder utilizing a separate set of the APAN data from the Haiti HA/DR data utilizing a different theme with the same goals in mind as the first practice session.

C. FINAL CODING PROCESS

The model of team collaboration developed by the ONR sponsored CKI Program was empirically evaluated for this thesis.

1. Data Preparation

The data sets exported from the MSSQL database were received in a Hypertext Markup Language (HTML) format, which were imported into Microsoft Excel. Naturally, the data was time ordered to provide a logical sequence to follow the decision-making processes that occurred. The data was then separated into single thought units to ensure accurate coding for each cognitive process. A thought unit refers to a “sequence of a few words conveying a single thought” (Welden, Jehn, & Preadhan, 1991) or “the

smallest message unit that can stand alone” (Keyton & Beck, 2010). The macrocognitive definitions were then applied to this converted data. Doing so allowed the researchers an attempt in determining whether these definitions accurately represented how teams make collaborative real-world decisions.

Each coder independently coded 538 and 682 thought units within the water and hospital themes, respectively. These thought units ranged from critical information needed in a timely manner to a miscellaneous statement with minimal to no impact to the mission. In order to analyze the cognitive processes within each thought unit properly each coder strived to use one code to represent a consistent coding process into the excel spreadsheet for each theme. Once the individual coding was complete, the coders met with the thesis advisor to review the coding and discuss any differences in coding. When coders agreed on the code, no discussion was necessary. However, when coders disagreed, each coder would then explain the reasoning behind assigning such a code. Then, the coders would reach an agreement as to what the final code would be used for that utterance. In all cases where coders disagreed, a final agreement regarding coding was reached. This action was noted in the “Final” column of the data located in the Appendix A.

D. MODIFYING COGNITIVE CODES AND DEFINITIONS

Discussions throughout the course of the practice coding process and background research revealed that it was necessary to make some modifications and additions to the current list of macrocognitive processes in the list to be used for coding the data. First, there were three objectives for modifying the set of macrocognitive processes included in the model of team collaboration. While reviewing the current list of macrocognitive processes, it was apparent that a number of them were more suited for use in a laboratory setting, where events are controlled and administration of surveys is possible. Since our data set was from a real-world event, collecting survey type data was not feasible and therefore several of the macrocognitive processes included in the model could not be measured.

Second, while reviewing previous studies for this research a pattern was evident indicating a vast majority of the exchanges between team members fell into just two categories of macrocognitive codes: TIE and Team Knowledge Sharing (TKS). In hopes of finding a way to break apart these two large groups of data our advisor proposed a list of ten new codes. After discussion and research regarding these new proposed macrocognitive processes, two of the macrocognitive processes were eliminated as they were similar to existing macrocognitive codes. The remaining eight new codes were then discussed in detail and new definitions were jointly decided upon.

The third reason for modifying the list of macrocognitive processes used for coding our data was that a consistent pattern emerged across a stream of research conducted for the CKI effort where team members made decisions to take action during the course of their collaboration. This prior research has determined two types of decisions: issuing a COA and RTA. When coding the Haiti HA/DR data we endeavored to see if other macrocognitive processes were evident.

1. Additions to the Model

Decision to Take Action (DTA) occurs when a team member issues an order to implement a COA or requests a team member to take action (RTA), based on research conducted by previous theses (Hutchins & Kendall, 2010). These two codes were added to reflect how decision making is often required to effectively respond during a real-world event. We wanted to attempt to unpack the RTA category and decided it would be interesting to see if the thought unit, coded as RTA could be classified under RTA as either a “Request” or a “Direction.” These two terms were chosen when we met with our advisor and determined that there could be more to an RTA code. As we went through the practice coding and the first bit of HA/DR data, we realized that the RTAs seemed to be either “Requesting” or “Directing” the peer to whom the thought unit was aimed towards.

Anticipatory Thinking, Assessing Risk, Planning and Re-planning, Sense Making, Using Analogues, and Problem Detection were added to this analysis based upon the literature on macrocognition from the naturalistic decision-making perspective. These eight additional cognitive processes were included in the analysis and coding process in an effort to unpack TIE and TKS categories that were found to be prominent categories in previous research. The definitions for these additional cognitive processes along with the abbreviations used for the coding processes included in Table 2.

2. Omissions from the Model

Several of the macrocognitive processes in the model were developed for use in a laboratory setting and thus are not applicable with our real-world scenario data. In a real-world scenario it is impractical and inherently impossible to administer a survey either pre- or post-event. The definitions that required a form of calculation were also eliminated from this study. This is not to imply that the definitions should be eliminated from the model altogether, but rather that they were not germane for the type of data that is produced by real-world events such as the Haiti Disaster.

Under the *Team Knowledge Building Processes* phase, *Team Process and Plan Regulation (TPPR)* did not apply, because during the time period covered by the scope of our data, the players in the Haiti Disaster Relief were not given feedback on the effectiveness of any of their plans.

Under the *Internalized Team Knowledge Processes* Phase the individual knowledge and experience residing within each of the team members could not be measured in a real-world setting as there was no means of collecting and determining the knowledge level of each member or contributor. Thus, *Team Knowledge Similarity (TKMS)* and its specific forms, *Team and Teammate Knowledge Similarity (TMKS)* and *Shared Situation Awareness (SSA)* were both omitted from our coding scheme since there was no way for the coders to empirically measure convergence or situational awareness from the data provided for evaluation.

Team Knowledge Resource (TMKR) along with its specific forms, *Task Knowledge Stock (TaKS)*, *Individual Situational Awareness (ISA)* and *Interpositional Knowledge (IPK)*, were omitted from our coding scheme because without being present to observe how these individuals interacted with one another and conducting performance assessments, it was not possible for us to determine the manner in which the data was collected. This would also require periodical measurements throughout an exercise or situation collecting data when appropriate.

All three of the macrocognitive processes in the *Team Problem-Solving Outcomes* phase were eliminated for this analysis. None of the players involved with the Haiti Disaster Relief effort reached that cognitive stage during any portion of the data set that was analyzed. Even if this cognitive stage had been reached, it still was not practical, and in fact beyond the capabilities of the research for this thesis, to assess whether the team's solution effectively met the criteria for problem resolution, the efficiency with which the proposed and instituted plan did so, and the speed with which the team generated the proposed plan (SUMMIT, 2008).

E. MEASURING INTER-RATER RELIABILITY

1. Inter-Rater Reliability

Statistically, inter-rater reliability is the degree of agreement or consensus among coders or raters. Cohen's kappa coefficient was chosen as the most appropriate method for measuring inter-rater reliability because it is considered a more robust measure for this type of analysis over the Fleiss' kappa. Cohen's kappa is best suited for measuring inter-rater reliability between two raters (Cohen, 1960), whereas Fleiss' kappa is appropriate when there are more than two raters (Fleiss, 1981). The most significant feature of Cohen's kappa coefficient is that "*k*" accounts for the hypothetical probability of a chance agreement occurring between the two coders and not simply because they chose the same code. The chance agreement in the kappa statistic presumes that coders

will guess, when not certain, which code should be applied. Cohen's kappa coefficient can underestimate the inter-rater agreement on commonly used categories and is thus considered a conservative measure of agreement.

To calculate Cohen kappa, both coders took the data from the excel spreadsheets and developed a pivot table with all the definition codes used in the coding process and correlated those separate codes to produce a frequency matrix between each coder. Using this table allowed the coders to calculate the kappa score for inter-rater reliability using the equation in Figure 3.

$$k = \frac{\Pr(a) - \Pr(e)}{1 - \Pr(e)}$$

Figure 3. Cohen's Kappa Statistical Equation (Wikipedia Contributors, March 2011)

Taking the score from Cohen's kappa equation and applying some metric to that score has led to some debate regarding the significance of the indicated score. Landis and Koch developed a table for evaluating the kappa values. Though Table 3 presented below is not universally accepted it does provide a metric to use based on their opinions that are often used for interpretation.

Table 3. Cohen's Kappa Interpretation (Landis & Koch, 1977)

Kappa	Interpretation
< 0	No Agreement
0.0 - 0.20	Slight Agreement
0.21 – 0.40	Fair Agreement
0.41 – 0.60	Moderate Agreement
0.61 – 0.80	Substantial Agreement
0.81 – 1.00	Almost Perfect Agreement

IV. RESULTS

A. CODING RESULTS

One hundred and fifty-nine information exchanges were collected from the APAN collaboration tool to be analyzed and coded. The exchanges that were analyzed ranged in dates between January 18, 2010 to March 20, 2010. Though the extended range of dates are significantly different from previous theses on this subject, the data shows an interesting mix of macrocognitive processes and type of collaboration achieved within APAN. The 159 information exchanges within the “Water” and “Hospital” themes were separated into 682 and 598 thought units for water and hospital, respectively.

1. Percentage of Codes

Analysis of the 2010 Haiti HA/DR data indicates aid workers utilized five of the 18 (27.7%) macrocognitive process codes included in the measurement model of team collaboration. Table 4 depicts the percentages of the macrocognitive processes in the measurement model of team collaboration utilized by the various aid workers within the water and hospital themes. There are strikingly similar results for the water and hospital themes. The percentage column on Table 4 shows the relatively consistent use of macrocognitive processes between both themes. These percentages do not include the thought units that were coded as Miscellaneous (MISC). Table 5 shows the percentage of macrocognitive processes used when thought units coded as MISC are included in the calculations. Since the thought units coded as MISC have no real cognitive content they were omitted from the analysis.

The vast majority of the team member’s communications were coded as Team Knowledge Building, specifically TIE, indicating the critical role of this cognitive process. TIE is defined as passing relevant information to the appropriate teammates at the appropriate times. Relevant information is information that is indicating the critical role of this cognitive process.

Table 4. Percentage of Thought Units from the Haiti HA/DR Operation Coded as Macro-cognitive Processes in the Model of Team Collaboration

Code	Macro-cognitive Process Categories	W/O MISC		
Individual Knowledge Building		Water	Hospital	Percentage
IIG	Individual Information Gathering	4.0	3.6	3.9%
IIS	Individual Information Synthesis	0	0	0.0%
KOG	Knowledge Object Development	0	0	0.0%
Team Knowledge Building				
TIE	Team Information Exchange	81.0	81.7	81.4%
TKS	Team Knowledge Sharing	5.8	5.6	5.7%
TSOG	Team Solution Option Generation	1.8	1.5	1.7%
TENA	Team Evaluation and Negotiation of Alternatives	0	0	0.0%
TPPR	Team Process and Plan Regulation	0	0	0.0%
Internalized Team Knowledge				
TKSIM	Team Knowledge Similarity	0	0	0.0%
TKR	Team Knowledge Resources	0	0	0.0%
IPK	Inter-Positional Knowledge	0	0	0.0%
ISA	Individual Situation Awareness	0	0	0.0%
Externalized Team Knowledge				
UR	Uncertainty Resolution	0	0	0.0%
ECSA	Externalized Cue-Strategy Association	0	0	0.0%
PRTA	Pattern Recognition and Trend Analysis	0	0	0.0%
Problem-Solving Outcomes				
QOP	Quality of Plan	0	0	0.0%
EPP	Efficiency of Planning Process	0	0	0.0%
EPE	Efficiency of Planning Execution	0	0	0.0%
Decisions to Take Action				
DTA	Decision to Take Action	0	0	0.0%
RTA	Request to Take Action	7.2	7.4	7.3%
Totals		56.3	43.7	100.0%

Table 5. Percentage of Thought Units from the Haiti HA/DR Operation Coded as Macro-cognitive Processes in the Model of Team Collaboration

Code	Macro-cognitive Process Categories	With MISC & NC		
Individual Knowledge Building		Water	Hospital	Percentage
IIG	Individual Information Gathering	3.8	3.4	3.6%
IIS	Individual Information Synthesis	0	0	0.0%
KOG	Knowledge Object Development	0	0	0.0%
Team Knowledge Building				
TIE	Team Information Exchange	76.1	76.6	76.4%
TKS	Team Knowledge Sharing	5.5	5.3	5.4%
TSOG	Team Solution Option Generation	1.6	1.4	1.5%
TENA	Team Evaluation and Negotiation of Alternatives	0	0	0.0%
TPPR	Team Process and Plan Regulation	0	0	0.0%
Internalized Team Knowledge				
TKSIM	Team Knowledge Similarity	0	0	0.0%
TKR	Team Knowledge Resources	0	0	0.0%
IPK	Inter-Positional Knowledge	0	0	0.0%
ISA	Individual Situation Awareness	0	0	0.0%
Externalized Team Knowledge				
UR	Uncertainty Resolution	0	0	0.0%
ECSA	Externalized Cue-Strategy Association	0	0	0.0%
PRTA	Pattern Recognition and Trend Analysis	0	0	0.0%
Problem-Solving Outcomes				
QOP	Quality of Plan	0	0	0.0%
EPP	Efficiency of Planning Process	0	0	0.0%
EPE	Efficiency of Planning Execution	0	0	0.0%
Decisions to Take Action				
DTA	Decision to Take Action	0	0	0.0%
RTA	Request to Take Action	6.8	6.9	6.9%
Miscellaneous				
MISC	Miscellaneous	5.9	6.2	6.1%
Totals		56.1	43.9	100.0%

2. Coding Trends

TIE represents the largest percentage used with 81.4% of all macrocognitive processes coded. This strikingly high number is indicative of the type of collaboration used by the members of APAN, and to a lesser degree TKS, IIG and Team Solution Option Generation (TSOG). TKS involves explanations and interpretations shared between team members or with the team as a whole, accounting for 5.7% of all codes used. Offering potential solutions to a problem utilizing TSOG only appeared 38 times accounting for only 1.7% of all codes. Based on previous thesis research conducted to empirically evaluate the model of team collaboration we had expected more of the macrocognitive processes, included in the model of team collaboration, would be evident during our analysis and coding of the APAN data.

B. INTER-RATER RELIABILITY

Inter-rater reliability refers to the level of agreement between both coders analyzing the APAN 2010 Haiti Relief data. There is a need to evaluate and validate the coder's ability to understand and consistently apply the macrocognitive process definitions included within the model. Inter-rater reliability is the degree of agreement between coders which provides a score to indicate the consensus or agreement in the codes given by each coder. Depending on the significance of the test it can validate the consensus between the two coders or can indicate more discussion on the valid uses of the definitions within the model or possible refinement of those definitions so future coding between two or more coders reach a level indicating the desired consensus.

The pivot table shown in Table 6 shows the results of the Cohen Kappa analysis for the water theme data, which compares the coding between coder 1 and coder 2. Coder 1 total codes are displayed down the columns and coder 2 codes are read across the rows. The cells running diagonally through the matrix show the agreement between coders whereas the values in the other cells indicate the differences between what each coder chose. Highlighted on the edge of the matrix shows the codes the coders disagreed upon. For example, under the TIE category, coder 1 assigned the TIE code to 540

thought units whereas coder 2 assigned the TIE code to 506 thought units. Of these, TIE assigned codes both coders matched on 488 of the thought units coded as TIE.

Table 6. Pivot Table for Coders Analysis of Water Theme

Water Cohen Kappa Results									
Labels	IIG	RTA	TIE	TKS	TSOG	UR	MISC	NC	Total Coder 2
IIG	24	0	2	0	0	0	1	0	27
RTA	1	34	6	1	0	0	0	0	42
TIE	0	10	488	6	2	0	0	0	506
TKS	0	0	27	19	1	0	0	0	47
TSOG	0	1	7	2	5	0	0	0	15
UR	0	0	0	0	0	0	0	0	0
MISC	0	0	10	0	0	0	35	0	45
NC	0	0	0	0	0	0	0	0	0
Total Coder 1	25	45	540	28	8	0	36	0	682

Table 7 shows the results of the Cohen Kappa analysis for the hospital theme data.

Table 7. Pivot Table for Coders Analysis of Hospital Theme

Hospital Cohen Kappa Results									
Labels	IIG	RTA	TIE	TKS	TSOG	UR	MISC	NC	Total Coder 2
IIG	13	5	3	0	0	0	0	0	21
RTA	0	32	8	0	0	0	0	0	40
TIE	1	5	380	7	0	0	0	0	393
TKS	0	1	18	15	0	0	0	0	34
TSOG	1	2	8	0	2	0	0	0	13
UR	0	0	0	0	0	0	0	0	0
MISC	0	0	8	0	0	0	29	0	37
NC	0	0	0	0	0	0	0	0	0
Total Coder 1	15	45	425	22	2	0	29	0	538

1. Cohen's Kappa Statistic

The Probability of Agreement, $Pr(a)$, was calculated by adding all the agreements for the seven codes used and then dividing that number by the total number of codes assigned. Hence, $Pr(a) = (37 + 66 + 868 + 34 + 7 + 0 + 64) / 1220 = 0.8820$. The hypothetical Probability of Chance Agreement $Pr(e)$, is calculated by multiplying each categorical code of coder 1 and coder 2 (i.e., IIG *IIG, RTA* RTA, etc.), summing the total and dividing that number by the total codes time the total codes in Table 8. So, $Pr(e) = (40 * 48 + 90 * 82 + 965 * 899 + 50 * 81 + 10 * 28 + 65 * 82) / (1220 * 1220) = 0.5956$. Figure 4 below shows the calculation of Cohen's Kappa equation using the above statistical number.

$$k = \frac{Pr(a) - Pr(e)}{1 - Pr(e)} = \frac{0.8820 - 0.5956}{1 - 0.5956} = 0.7081 = 71\%$$

Figure 4. Cohen's Kappa Statistical Result

The Cohen's Kappa returned a combined value of .71 indicating that both coder 1 and coder 2 interpreted the model definitions the same way for both themes. According to Landis and Koch in Table 8 a value of .72 and .70 for water and hospital, respectively, indicates a substantial agreement between the coders.

Table 8. Cohen's Kappa Statistical Analysis

Water Cohen Kappa %			Hospital Cohen Kappa %		
Kappa Cohen			Kappa Cohen		
Pr(a) =	0.8871		Pr(a) =	0.8755	
Pr(e) =	0.5995		Pr(e) =	0.5907	
k =	0.7181	72%	k =	0.6957	70%
Kappa Score	Agreement		Kappa Score	Agreement	
< 0	None		< 0	None	
0.0 - 0.20	Slight		0.0 - 0.20	Slight	
0.21 - 0.40	Fair		0.21 - 0.40	Fair	
0.41 - 0.60	Moderate		0.41 - 0.60	Moderate	
0.61 - 0.80	Substantial	X	0.61 - 0.80	Substantial	X
0.81 - 1.0	Almost Perfect		0.81 - 1.0	Almost Perfect	

C. MACROCOGNITIVE PROCESSES AND PHASES

The ONR model of team collaboration primarily focuses on the processes used by individuals and teams to build their knowledge for problem-solving. Our analysis consistently produced a lack of evidence for three out of five stages of the model. Some studies have reported a more widespread use of all five stages of the model. Our thesis shows less dispersion than other theses, which is indicative of the type of data that was analyzed and the collaboration tool used. Other thesis data came from real-time chat or real-time communication over a very short duration about a specific task at hand which allows the team to work through a problem to reach a conclusion. Our data occurred over days and months which did not include real-time chat or communications which did not allow a team to work through more stages of the model of team collaboration.

a. Stage One: Individual Knowledge Building

Individual Knowledge Building is the action taken by an individual to add to their existing knowledge (SUMMIT, 2008). These actions include but are not limited to, reading the material, asking questions, and viewing displays such as a Common Operational Picture (COP).

Individual Information Synthesis (IIS) is where an individual begins to compare informational relationships. Individual Information Gathering (IIG) involves actions individuals engage in to add to their existing knowledge such as reading, asking questions, accessing displays, and providing information to teammates as shown in Table 9. Knowledge Object Development (KOD) involves the creation of cognitive artifacts that represent actionable knowledge for a particular task. IIG is the only one of three codes used from this stage of the model of team collaboration representing 4.0% and 3.6% of the overall codes for water and hospital, respectively.

Table 9. Individual Knowledge Building: Examples of Individual Information Gathering

Content
What is the POC for recovering Haitians nationals?
What the Joint Task Force - Haiti needs to know are your capabilities.
I don't know if you can help at all or if you have contacts where you can inquire about the availability in Port-Au-Prince for helping discharged patients find somewhere to sleep/eat, etc.?
What is the best way for a hospital to get registered into the U.N. system for Haiti?

b. Stage Two: Team Knowledge Building

Team Knowledge Building is where team members collectively construct team knowledge (Bellinger, 2004). The team constructs this knowledge by the actions of teammates to communicate data, information and knowledge into actionable knowledge (SUMMIT, 2008).

The Team Knowledge Building phase totaled 88.6% and 88.8% of the overall codes assigned to the water and hospital thought units, respectively. The subcategories coded were TIE, TKS, and TSOG but Team Evaluation and Negotiation of Alternatives were not observed during the coding process. Through several discussions on why this occurred, the type of team collaboration tool used within APAN was theorized to be the determinant. The APAN data received does not have real-time chat or real-time communications occurring over minutes or hours but over days and months. Because of this we did not see the back and forth collaboration usually observed in real-time chat where team members push and pull information with other team members. The information being exchanged was mainly a one-way flow of information to other team members.

TIE involves members of the team passing relevant or time specific information to other appropriate team members shown in Table 10. TIE resulted in 81.3% of all codes given by both coders. Because of this large percentage it was decided to break out this code with the addition of NDM codes discussed later in this chapter.

Table 10. Individual Knowledge Building: Examples of Team Information Exchange

Content
"NAME" (USN RETIRED) has 250 water purification units available in Puerto Plata Dominican Republic available for transfer to Port-Au-Prince.
Need available transportation of 250 water purification devices from Dominican Republic to Port-Au-Prince.
A full assessment of the network has been carried out and the situation is as follows:
Roaming is fully operational

TKS at 5.8% was used by team members to develop an understanding of the complex problem and to refine and maintain their understanding as the highly dynamic situation evolved. Where this type of coding differs from TIE is the knowledge being communicated is specific information with explanations and interpretations shared with the whole team as shown in Table 11.

Table 11. Individual Knowledge Building: Examples of Team Knowledge Sharing

Content
70% of the network's cell sites are on air.
However it was estimated the pier would possibly accommodate an SUV the pier is approx. 500-600 FT IN length bollards seemed to be in good shape,
"NAME", we presently have turnkey boots-on-the-ground scalable security resources in Haiti, both armed and unarmed, with a strong local, vetted component.
Under anesthesia with a drug called Ketamine, that works great for the surgery, but when it stops, it stops.

TSOG refers to individuals offering potential solutions to a problem or situation. TSOG represented 1.8% and 1.5% for water and hospital, respectively.

Table 12. Individual Knowledge Building: Examples of Team Solution Option Generation

Content
Otherwise we'll look for new connection for you.
If not available - try also Jumbo Bags/super sacks/IB bags.
If they are not on it - we can add them.
This site can be used for temporary residence for the Armed forces, medical care or storage.

c. Stage Three: Internalized Team Knowledge

Internalized Team Knowledge refers to the collective knowledge that resides in the individual mind of each team member. Our analysis of the APAN Haiti HA/DR did not provide any evidence for some of the macrocognitive processes. Those processes included in the Internalized Knowledge stage require direct interaction with team members to gather data required to measure certain processes. The cognitive processes in this stage are restricted to measurements in laboratory settings by administering surveys to participants. It is not possible to administer surveys during complex, fast paced real-world events such as the Haiti relief effort or any hastily formed effort.

d. Stage Four: Externalized Team Knowledge

Externalized Team Knowledge refers to the facts and concepts explicitly agreed upon by the team members, which includes that information that was not challenged by other team members. This stage includes Externalized Cue-Strategy Associations, Pattern Recognition and Trend Analysis, and Uncertainty Resolution. When team members need to decide on a course of action, only that information or knowledge that is accurate and complete is deemed relevant and all other information is disregarded or unchallenged. Of the three macrocognitive codes possible only Uncertainty Resolution was part of the code pool being scrutinized. Though this type of information where the team collectively agrees upon status of problem variables (i.e., hostile/friendly) was not seen in our data sets. This is not to say that this did not happen

during this crisis but more the fact that this was not recorded in a written transcript presented in the APAN team collaboration database but could have easily happened by other outlets outside the realm of APAN’s collaborative tool.

e. Stage Five: Team Problem-Solving Outcomes

Team Problem-Solving Outcomes is the last stage within the macrocognitive stages. Similar to stage 3, Team Problem-Solving Outcomes requires performance assessment metrics to assess the Quality of the Plan, Efficiency of the Planning Process, and Efficiency of Plan Execution. This type of assessment involves the quality of the team’s problem-solving abilities or plans to solve the problem or how well the plan achieved its goal. There was no data regarding the team’s problem-solving outcomes via time stamped or written communications between team members regarding a solution generation. Developing performance measurements for how a team performed would require a considerable effort not applicable to this thesis. These macrocognitive processes were not part of the coding process for this thesis

D. NATURALISTIC DECISION-MAKING ANALYSIS

A consistent pattern was evident across the task domains that were previously investigated where the majority of thought units were coded as representing one major cognitive process: TIE. In an attempt to break down this historically large group from Table 13 we looked at the Naturalistic Decision Making (NDM) processes.

Table 13. Percentage of Communications Coded as Team Information Exchange in previous Task Domains

Task Domain	Team Information Exchange
Maritime Interdiction Operation	60.0
Air Operations Center	51.5
NORAD	52.9
Haiti HA/DR Effort	81.0

The high percentage of TIE in our data for the Haiti relief effort provides the impetus behind an attempt to break apart this category by including other cognitive processes from the NDM literature on sensemaking. We tried to accomplish this by assigning a secondary NDM code to thought processes coded as TIE where applicable.

In Tables 14 through 17, we provide examples of thought units that were coded using one of the initial sets of macrocognitive processes included in the model of team collaboration along with one of the NDM codes when appropriate. The majority of the NDM codes were assigned in addition to TIE. Table 14 provides examples of thought units coded as TIE, as well as Anticipatory Thinking (AT). AT is to foresee and make mental preparations by employing one’s mind to a hypothetical scenario or problem.

Table 14. Examples from the Hospital and Water Themes Coded as Anticipatory Thinking

Thought Units	Model Code	NDM Code
We have capacity for 100 patients immediately and probably 100 more in the coming days.	TIE	AT
At this point, like I was saying, we have perhaps twelve hours of working materials to keep going.	TIE	AT
I know that USAID is pushing the shelter material but if tents are all they can get it will not be wasted. “NAME” “E-MAIL”	TIE	AT
LE CIMENT DU SUD portion of the pier collapsed, building collapsed, however depending on the condition of the remaining structure and depth of channel could possibly accommodate small vessel.	TIE	AT
We have capacity for 100 patients immediately and probably 100 more in the coming days.	TIE	AT
There has not been, and i expect there will not be.	TIE	AT

Table 15 includes examples of thought units coded as Problem Detection (PD) from both the hospital and water theme. Problem Detection refers to a situation where the person recognizes an issue arising from the current situation where the outcome could

be detrimental if not addressed. Using a secondary NDM code with TIE unpacks this large group providing greater insight into other processes that are occurring.

Table 15. Examples from the Hospital and Water Themes Coded as Problem Detection

Thought Units	Model Code	NDM Code
500 children 40 miles N/NE of Port-au-Prince that have about 24 hours of food and water left!!!	TIE	PD
At this point, like I was saying, we have perhaps twelve hours of working materials to keep going.	TIE	PD
The hospital official noted a limited supply of anti-malaria pharmaceuticals available	TIE	PD
Improvement in delivery method will aid some and can be implemented immediately, but the final solution will require security in the ground.	TIE	PD
We have run out of antibiotics and analgesics.	TIE	PD
In these operating rooms, we don't have oxygen, we don't have general anesthesia, and we don't have narcotic pain medicines in enough quantity.	TIE	PD

Table 16 provides examples of thought units that were coded as Sensemaking (SM) from only the hospital theme. Sensemaking is the process of framing and reframing current inputs to the problem in a continuous process that helps the person filter and interpret the data.

Table 16. Examples from the Hospital and Water Themes Coded as Sensemaking

Thought Units	Model Code	NDM Code
This one was very interesting in that the need on the ground if Haiti changed based on UNICEF WASH.	TIE	SM
The comforting pet or doll is "Like Them"	TIE	SM
Dr. "NAME": This question of security and the rumors of security and the racism behind the idea of security has been our major block to getting aid in.	TKS	SM

In our last example, Table 17 shows how the NDM code of Using Analogues (UA) appeared in the hospital theme where team members used a past event and situation and then applied that solution to the current problem.

Table 17. Examples from the Hospital Theme Coded as Using Analogues

Thought Units	Model Code	NDM Code
I believe there is such hunger that food brings out the beast in any uprooted survivor of a 12 day old disaster.	TIE	UA
In order to avoid the multitude of one-off AD HOC websites developed in each new emergency, there was inter-agency consensus in early 2008 that a single website was needed to support the predictable exchange of information in emergencies at the country level.	TKS	UA

a. NDM Cohen’s Kappa Statistic

The addition of these NDM codes yielded 42 secondary codes but was not enough to generate a Cohen’s kappa statistical analysis specifically for them. The general rule of thumb states a minimum sample size needed would be 72. This is calculated using the formula $2c^2$, where c is the number of categories, which when calculated produces a minimum sample size for the secondary coded data (Sim & Wright, 2005). This examination of the data from a sensemaking perspective was an exploratory effort to gain insight into other cognitive processes that are employed by teams.

E. ROLE OF DECISIONS AND REQUESTS TO TAKE ACTION

A person issuing an order regarding a COA continues to be one of the major contributors to the coding process accounting for 7.2% and 7.4% for water and hospital, respectively. These percentages fall in line with previous theses that also coded for DTA and RTA. Looking at Table 4, it is noteworthy to mention that the codes used during the collaboration of team members strictly resulted in only RTAs being present. With a lack of rank or hierarchy in the APAN collaboration, there were no instances where a key member or senior person issued orders or COAs to a lower rank or subordinate member

in the form of a DTA. In our attempt to unpack the RTAs we classified RTAs with a subordinate code as either a “Request” or a “Directive”. Our analysis revealed that 88.2% of the RTAs were “Requests” (RTA-R), while 11.8% of the RTAs were “Directive” (RTA-D) within the water theme. Similarly, the hospital theme revealed RTA “Requests” accounted for 85.1% of the RTAs while 14.9% of the RTAs were “Directive”. The unpacked coding shows that even within RTAs the interaction between team members still lacks the superior to subordinate interaction as you would see in DTA/COA provided in Table 18. Even though DTAs were not present, we believe this finding continues to take us one step further into the valid use of these codes within the team dynamic of the macrocognition processes. Deciding on a COA, whether its DTA or RTA, does affect the outcome, changes the dynamic of the problem as well as the cognitive processes used after making that decision.

Table 18. Examples from the Hospital and Water Themes Codes as Request to Take Action (RTA).

Thought Units
"NAME", can you please contact me at E-MAIL ADDRESS or PHONE NUMBER?
Look for the 3W map when it becomes ready.
Please direct all SOUTHCAM questions to "NAMES" and "E-MAILS"
If you hear from the person you are concerned about, please be sure to send us an e-mail providing the new information about their location or condition.
If the hospital status changes, more/less beds available, please advise via this post.
Could you help us get this message to the right people so that the helo's will bring patients to us.

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V. CONCLUSION

A. VALIDITY OF THE MODEL

On the afternoon of January 12, 2010, the nation of Haiti as the world knew it changed drastically, perhaps forever. The one-of-a-kind disaster that transpired led to a worldwide collaborative effort that required nearly everyone involved to continuously update his or her preexisting mental models. The use of All Partners Access Network (APAN) proved to be an effective means of communicating on a global scale and provided data to evaluate the model of team collaboration.

There was a lack of evidence for some of the macrocognitive processes in data from the complex, real-world, large-scale problem-solving event that was the Haiti Disaster Relief operation. This is not to say that these processes do not belong in the model, but rather the analysis of the APAN data from the Haiti HA/DR operation did not have the ability to measure such macrocognitive processes. Namely, the processes of Team Knowledge Similarity, Shared Situation Awareness, Quality of Plan/Problem-Solving Solution, and Efficiency of Planning Process were not analyzed because they require gathering specific data directly from the team members, via means such as a survey, and assessing a team's performance is often not possible for real-world tasks.

Based on our research, we feel confident in saying that the model is applicable to the data collected from the Haiti Disaster Relief operation. The high Cohen's kappa coefficient attained demonstrated that two individual coders could use the model to evaluate the same set of data, reach a significant level of agreement, and had a clear interpretation of the code definitions. The model of team collaboration is objective and continues to grow towards a better understanding of human cognition and a team's cognitive processes during real-world events. The addition of the macrocognitive processes from the Natural Decision Making (NDM) literature was an initial effort to

discover additional cognitive processes that are used during information-rich, problem-solving events. We did find evidence that these processes: sensemaking, anticipatory thinking, problem detection, assessing risk, planning and replanning, and using analogues exist.

B. RECOMMENDATIONS FOR FUTURE RESEARCH

Several of the cognitive process definitions that are more applicable to a laboratory setting could be revised to make them more useful in both the laboratory and real-world events. These definitions would include: Knowledge Object Development, Team Process and Plan Regulation, Team Knowledge Similarity, Team Knowledge Resources, Recognition of Team Expertise, Quality of Plan, Efficiency of Planning Process, and Efficiency of Plan Execution. Restricting these definitions to a role useful only in the laboratory limits the overall effectiveness and impact that the model for team collaboration can have in the area of macrocognition. Future research should also further pursue the refinement and applicability of the NDM processes.

We also recommend that analyzing and coding of additional data using the same NDM processes will allow for comparison of the codes used in team collaboration. This comparative analysis can help to identify gaps that exist and allow the model of team collaboration to be enhanced that much more. With a more complete model of team collaboration, there exists a heightened ability to guide designers of collaboration tools to facilitate decision making as part of the overall task in real world, information-rich, time-critical events.

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APPENDIX A. 2010 HAITI RELIEF EFFORT CODING DATA

Water Content	Coder 1	Coder 2	Final Code	NDM Code
Has this pier/dock been evaluated for usage?				
18°34'27.42N 72°20'45.47"W is this undamaged?	IIG	IIG	IIG	
Does anyone know if the following docks located outside the general port area are functional?	IIG	IIG	IIG	
Re: Need available transportation of 250 water purification devices from domrep to Port-Au-Prince.				
"NAME" (USN RETIRED) has 250 water purification units available in Puerto Plata Dominican Republic available for transfer to Port-Au-Prince.	TIE	TIE	TIE	
If anyone has information to support, please contact Commodore Voss at "PHONE".	TIE	TIE	TIE	
Need available transportation of 250 water purification devices from domrep to Port-Au-Prince.	TIE	TIE	TIE	
Re: Need available transportation of 250 water purification devices from domrep to Port-Au-Prince.				
Contact "NAME", he is with supply and service branch for U.S. Army South.	TIE/RTA-D	TIE/RTA-D	RTA-D	
He can tell you if they are needed and what he can do to help you get that into country.	TIE	TIE	TIE	
It's tough getting things out, but contact him and see what they can do.	TIE/RTA-D	TIE/RTA-R	RTA-R	
Re: Need available transportation of 250 water purification devices from domrep to Port-Au-Prince.				
Sorry his number is "PHONE" or "PHONE".	TIE/PD	TIE	TIE	
Re: Need available transportation of 250 water purification devices from domrep to Port-Au-Prince.				
"NAME", get back to us and let us know if you found a solution/way ahead	RTA	RTA	RTA-R	
Otherwise we'll look for new connection for you.	TSOG	TSOG	TSOG	
cheers: rick	MISC	MISC	MISC	
Cellular - mobile service update - press release from Digicel - Haiti				
January 17th 2010--Digicel update on situation in Haiti: The Digicel network is now functioning well in Port-Au-Prince with more and more customers connecting to it and being able to make and receive calls, text messages, e-mail messages and BlackBerry Messenger.	TIE	TIE	TIE	
With coverage in the rest of the country good, Digicel is also ensuring that all of its two million more customers in Haiti can stay in touch with friends and family by giving each and every Digicel customer of U.S. \$5 free call credit - totaling U.S. \$ 10 MILLION .	TKS	TIE	TIE	
Since deploying a team of technicians to Haiti following the earthquake on TUESDAY, JANUARY 12TH, Digicel has been working to restore its network in Haiti to full capacity.	TIE	TIE	TIE	

A full assessment of the network has been carried out and the situation is as follows:	TIE	TIE	TIE	
All of digicel's three switch sites which serves the country are operational.	TKS	TIE	TIE	
One is damaged to an interim solution has been put in place until new equipment arrives.	TIE	TIE	TIE	
70% of the network's cell sites are on air.	TKS	TKS	TKS	
We are working on restoring service to the remaining 30%.	TIE	TIE	TIE	
Roaming is fully operational	TIE	TIE	TIE	
There is still some congestion on the network when making and receiving international calls.	TIE	TIE	TIE	
An assessment of what is required network equipment has been completed and new equipment has been ordered and is en route to Haiti	TIE	TIE	TIE	
More teams of technicians have been assembled and are en route to support the existing teams on the ground as well as the U.S. \$ 5 million which is being donated to NGO's directly by Digicel	TKS	TIE	TIE	
Digicel has set up the Digicel Haiti Relief Fund.	TIE	TIE	TIE	
By Friday evening - Just two days after it went live - A massive U.S. \$300,000 was donated by Digicel customers across our 32 markets worldwide.	TIE	TIE	TIE	
In addition to previous aid drops over the last five days, Digicel has assembled to 110,000 LBS cargo of medical supplies, food and water ready to go to Haiti from Jamaica.	TIE	TIE	TIE	
Digicel would like to thank people across the world for their contributions and to encourage them to keep giving to help the people of Haiti at this difficult time.	TIE	TIE	TIE	
Has this pier/dock been evaluated for usage?				
Port-Au-Prince: Based on a compilation of satellites images, observations from the CGLO, over flights, and CGC Forward small boat crew.	TIE	TIE	TIE	
Commercial wharf is unusable, buildings, cranes, and piers are damaged, debris and containers in the water.	TIE	TIE	TIE	
Killick CG base may possibly be used for offloading supplies, however, limited to small vessels estimated 47 ft or less shallow draft.	TSOG/TIE	TIE	TSOG	
LE CIMENT DU SUD portion of the pier collapsed, building collapsed, however depending on the condition of the remaining structure and depth of channel could possibly accommodate small vessel.	TIE/AT	TIE	TIE	AT
Require bottom sounding and inspection of the remaining pier structure.	TIE/PR	TIE	TIE	PR
SOUTHCOM has an ACOE engineer team which did an assessment of the port of Port Au Prince, and they have determined that the entire Port of Port-Au-Prince in unusable for large vessels.	TKS	TKS	TKS	
They indicated that at this time there are no future plans for additional port assessments, they are focusing on roads, water & hospitals.	TIE	TIE	TIE	

LAFITEAU: received report from CGC Tahoma indicating that at the rice factory there are 2 piers, the western pier appears to be structural intact and is approximately 150-200 FT in length, the eastern pier appears to have serious structural damage with minimal damage to the loading zone and approach with an approximate depth 30-35ft.	TKS	TIE	TKS	
AUBRY: received report from cgc tahoma fons mombin cement factory pier is damaged	TIE	TIE	TIE	
However it was estimated the pier would possibly accommodate an SUV the pier is approx. 500-600 FT IN length bollards seemed to be in good shape,	TKS	TKS	TKS	
And appeared it could accommodate a vessel on its east side with some obstruction on its west side.	TIE	TIE	TIE	
Water depth varied from 18-24 feet on the west de rapidly decreasing to 7ft, but was to 30-3 ft on the east side.	TIE	TIE	TIE	
St. Marc: Report from CGC Forward initial indication minimal damage 2 operational piers and 1 beach landing area.	TIE	TIE	TIE	
Connecting roads appear to be intact and useable assessment continues.	TIE	TIE	TIE	
Confirmation from wharf director, "NAME" that the Pier at St. Marc is operational, pier is approx. 60 meters long with 5 cleats with access to main road.	TIE	TIE	TIE	
"NAME" can be contacted on CH 16 or "PHONE".	TIE	TIE	TIE	
Gonaives: Received information report from unnamed U.S. Maritime industry official indicating that the port of Gonaives is operational,	TIE	TIE	TIE	
The world port source indicates the port depth is 21 feet,	TIE	TIE	TIE	
There is little or no apparent damage to the pier,	TIE	TIE	TIE	
and there is a 180 ton functional crane on the pier.	TIE	TIE	TIE	
An over flight was performed by a CG Casa aircraft, confirming that hwy 1 between Gonaives and Port-Au-Prince.	TIE	TIE	TIE	
PORT DE PAIX: over flight conducted 15 JAN, port appears to be operational with minimal to no damage.	TIE	TIE	TIE	
LABADIE: over flight conducted 15 JAN, port appears to be operational with minimal to no damage.	TIE	TIE	TIE	
Informed that the Haitian government is talking with RCL to try and get them to return as early as the 26th.	TIE	TIE	TIE	
Cap Haitian: CGC Valiant is scheduled to conduct port assessment 15 Jan A.M.	TIE	TIE	TIE	
Upon arrival vessel crew observed that there were commercial vessels at the pier,	TIE	TIE	TIE	
no confirmation yet as to extent of operations.	TIE	TIE	TIE	
Miragoane: over flight conducted 15 Jan, port appears to be intact with minimal damage,	TIE/PD	TIE	TIE	PD
But the road to Port-Au-Prince is blocked by boulders in 2 locations.	TIE	TIE	TIE	
Jacmel: over flight conducted 15 Jan, port appears to be intact with minimal damage,	TIE/AT	TIE	TIE	AT
but road to Port-Au-Prince is likely to be in poor condition, could not be verified.	TIE	TIE	TIE	
Increase speed of supplies to distro points.				
Tactical Solution - use 5k and 10K Cargo nets as slings under RW to deliver supplies to IDP areas and distribution points.	TSOG	TKS	TSOG	
Can be used with extended sling for hard to reach areas.	TIE/TSOG	TIE	TIE	

Slings reusable and can be backhauled via ground.	TIE/TSOG	TIE	TIE	
Army and Marines have lots of these slings.	TIE	TIE	TIE	
Increase speed of supplies to distro points.				
If not available - try also Jumbo Bags/super sacks/IB bags.	TSOG	TSOG	TSOG	
Should be available in DR - Used in sugar/commodity trade	TIE	TIE	TIE	
Check with commercial port/shipping community.	TIE	TIE	TIE	
Limits are capacity - usually 1mt or less.	TIE	TIE	TIE	
Reusable, but low cost (at US\$30 in USA) makes it disposable.	TKS	TIE	TIE	
Rig with a shackle for quick/snag free disconnect from RW Hook.	RTA-D	TKS	A/D	
Same bags filled with sand used for rapid levee repair by RW in Katrina.	TIE	TKS	TKS	
Hospital and landing zone available (Haiti).				
Ericsson Federal may have potential solution.	TIE/AT	TIE	TIE	AT
We have a 3G mobile cell comms system that might work in the scenario for voice, video and data transfer from the USNS Comfort to the hospital and any area in between.	TIE	TIE	TIE	
Need to know exact lat/long of ship to create a coverage plan and determine feasibility for this deployment.	TIE/IIG	TIE	TIE	IIG
For further discussion contact me off line at "PHONE" - "NAME"	RTA-R	RTA-R	RTA-R	
Open land / water purification available.				
No cost (near U.S. Emb/Tabaree, Haiti).	TIE	TIE	TIE	
"NAME" I suggest contacting the emergency shelter cluster coordinator for the International Organization for Migration; "NAME" and "E-MAIL".	TSOG	RTA-R	RTA-R	
They are currently looking for strategic locations to put up tent camps and I believe your location will be fantastic.	TIE	TIE	TIE	
Cellular - mobile service update - press release from Digicel - Haiti				
Does Digicel have an updated status on cell towers?	IIG	IIG	IIG	
Also, is there a map available showing current coverage and total coverage when fixed?	IIG	IIG	IIG	
Cellular - mobile service update - press release from Digicel - Haiti				
Yes - if you click on the link (title of the article) I posted it will direct you to Digicel's website and map of coverage.	TIE	TIE/RTA-R	TIE	RTA-R
No further update that I am aware of, but fuel is a priority for the existing three cell towers that they have running.	TIE	TIE	TIE	
Coverage is not complete in the PAP area.	TIE	TIE	TIE	
The map shows that they do cover most of the country and most of the country is still operating - according to Digicel.	TIE	TIE	TIE	
Hospital and landing zone available (Haiti)				
I'm "NAME", Executive director of the CRUDEM Foundation which governs Hospital Sacre Coeur in the town of Milot, Northern Haiti.	TIE	TIE	TIE	

We are approximately 70 miles from Port-Au-Prince and have not been affected by the earthquake.	TIE	TIE	TIE	
We are a full service hospital, fully staffed with over 20 Haitian doctors and 35 nurses.	TIE	TIE	TIE	
We have a medical trauma volunteer medical team and orthopedic team on-site at present from the U.S. and have more medical volunteers arriving on Wednesday.	TIE	TIE	TIE	
We have capacity for 100 patients immediately and probably 100 more in the coming days.	TIE/AT	TIE	TIE	AT
We have 2 OR's, adequate medicine, supplies, clean water and electricity.	TIE	TIE	TIE	
Local soccer field is now a safe landing ground for helicopters.	TIE	TIE	TIE	
Five flights have landed and taken off to date with 20 patients.	TIE	TIE	TIE	
Only one helicopter team of USCGC Tahoma have been working with us.	TIE	TIE	TIE	
There is no insecurity in the area, the locals are doing all they can to help.	TIE	TIE	TIE	
The Surgeons are willing to work 24/7 so flights could arrive through the night also.	TKS	TIE	TKS	
We can use trucks with lights and have ambulances available to transport patients few hundred yards to hospital.	TIE	TIE	TIE	
We don't need to be contacted in advance,	TIE	TIE	TIE	
staff go with ambulance when they hear helicopters.	TIE	TIE	TIE	
Please find attached maps and radio frequencies.	TIE	TIE	TIE	
Please help to get severely injured patients to us immediately,	RTA-R/UA	RTA-R/TIE	RTA-R	
We have the capacity to save them and are not being fully utilized.	TIE	TIE	TIE	
Contacts at the hospital: "NAME" (Ground Co-coordinator) Haiti cell is: "PHONE", "EMAI" U.S. CELL: "PHONE", "NAME" (acting hospital ceo) cell: "PHONE" and "E-MAIL", CRUDEM President (in MA) Dr "NAME" "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
If you need any more information sent immediately please just let me know.	RTA-R	RTA-R	RTA-R	
Best regards, Denise Kelly Executive Director, the Crudem Foundation Inc	MISC	TIE	MISC	
100 bed undamaged hospital currently available in Milot Haiti with helo pad				
Hospital Sacre Coeur in Milot Haiti is appealing for patients.	TIE	TIE	TIE	
Need coordination to get helo's to hospital	TIE	AT	AT	
full service hospital with 20 Haitian Dr's, a U.S. trauma (6) and orthopedic team (6) and with 35 nurses 17 more Dr's and nurses schedule to arrive from U.S.	TKS	TIE	TIE	
OR's adequate medical supplies, clean water and electricity (generator)	TIE	TIE	TIE	
Local soccer field is landing pad.	TIE	TIE	TIE	
5 helos have landed to date (20 patients) sent from USCG Tahoma.	TIE	TIE	TIE	
Hospital monitors UHF CH 16	TIE	TIE	TIE	
Hospital is 200 yd. from soccer/helo pad,	TIE	TIE	TIE	
Have own ambulances for transport.	TIE	TIE	TIE	

Contact: "NAME" (Ground Coordinator) Haiti cell "PHONE", "E-MAIL", U.S. "PHONE" acting hospital CEO "NAME" "PHONE" AND "E-MAIL",	TIE	TIE	TIE	
Executive Director of foundation that runs hospital (Crudem) is "NAME", International "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Hospital and landing zone available (Haiti). 19° 37' 0" North, 72° 13' 0" Milot, Haiti VFR the rest of the way.	TIE	TKS	TKS	
Using crude map below: www.crudem.org/.../overview-map .	TIE	TIE	TIE	
Cellular - mobile service update - press release from Digicel - Haiti				
Good Evening, below are the numbers for the Digicel Operations Manager.	TIE	TIE	TIE	
"PHONE" (Digicel) "PHONE" (Voila number) the see keep on trying 3-4 times for a successful call.	TIE/RTA-D	TIE	RTA-D	
Connecting donors and needs in the u.s.				
"NAME", Thanks for your note.	TIE	TIE	TIE	
We are busy also with in kind donations management support (very active) and warehouse (ramping up to help setup a few).	TIE	TIE	TIE	
The Aidmatrix Network allows the NGOs (example CARE, Project Hope) to enter their needs for products, services, transportation.	TIE	TIE	TIE	
These needs are then directly shared with donors and are specific enough so that the donor can determine if they can fulfill it or not.	TKS	TIE	TIE	
If a donation is made against a NGO need - the system alerts the NGO who can review/accept/decline the item..	TIE	TIE	TIE	
IF declined the donation can be shared with other ngo who may have similiar needs.	TKS	TSOG	A/D	
The AIDMATRIX Network also allows the donors to just state their offers (with a need driving it).	TIE	TIE	TIE	
This happened today and someone offered 1 million bottles of water.	TIE	TIE	TIE	
The system found a match.	TIE	TIE	TIE	
This one was very interesting in that the need on the ground if Haiti changed based on UNICEF WASH.	TIE/SM	TIE	TIE	SM
The NGO then went into the system and notified us the item to declined.	TIE	TIE	TIE	
We have asked the Donor if they want to re-activate the offer for others.	TIE	TIE	TIE	
Once the match is made, the NGO and th donor coordinate logistics and can update status in the system.	TIE	TIE	TIE	
In addition, the system allows for transportation request to be made if transportation is needed.	TKS	TIE	TIE	
There is a group (AIRLINK -- part of the ISTAT Foundation) that is focusing on the air transportation and American logistics aid network helping with other transport.	TIE	TIE	TIE	
I think the main thing I'd recommend is that the NGO's you are speaking to get their needs communicated back into the system.	TSOG	TIE	TIE	
If they are not on it - we can add them.	TSOG	TSOG	TSOG	
I hope this helps.	TIE	TIE	TIE	

Thanks!	MISC	MISC	MISC	
"WEBSITE",	TIE	TIE	TIE	
NAME VP, Delivery	MISC	MISC	MISC	
Increase speed of supplies to distro points.				
Good suggestions, thank you.	TIE	TIE	TIE	
Security on the ground is must for proper/efficient and safe distribution of supplies.	TIE/PR	TIE	TIE	
Improvement in delivery method will aid some and can be implemented immediately, but the final solution will require security in the ground.	TIE/PD	TIE	TIE	PD
Thanks.	MISC	MISC	MISC	
Increase speed of supplies to distro points.				
They are bringing in divers and Harbor clearance folks to clear out the underwater obstructions so some of the bigger ships that are due to arrive in the next few days can get to tie up.	TKS	TIE	TKS	
Open land / water purification available.				
No cost (near U.S. Emb/Tabarre, Haiti)	MISC	TIE	TIE	
Myles of Hope, INC. has 10-15 acres of open land in Tabarre, Haiti to loan to the relief effort.	TIE/TSOG	TIE	TSOG	
This site can be used for temporary residence for the Armed forces, medical care or storage.	TIE/AT	TSOG	TSOG	
This area is approximately 2-3 miles from the U.S. Embassy.	TIE	TIE	TIE	
Across from the property, there is free standing undamaged building.	TIE	TIE	TIE	
In that building, there is a small water purification plant that can produce several thousand gallon of water per day.	TIE	TIE	TIE	
Increase speed of supplies to distro points.				
I'm not sure this is of any use to you, but CNN did a interview with a local worker that worked at the port.	TIE	TIE	TIE	
The worker said that there were at least 2 large trucks and tractor trailer units and several containers in the water along with 2 small cranes and 1 large one (everyone has seen the large CRANE).	TIE	TIE	TIE	
According to the worker, everyone made it out safely from the port - pier area.	TIE	TIE	TIE	
Increase speed of supplies to distro points.				
Seabees Deploy Two Units to Haiti "WEBSITE".	TIE	TIE	TIE	
Increase speed of supplies to distro points.				
The underwater construction teams (UCT) are awaiting aircraft, but we expect them to fly today.	TIE	TIE	TIE	
According to the latest priority I saw, 18th ABN Corps flew first and are flying now, then the 10 reverse osmosis water Purification Units, then a med element, then the UCTs.	TKS	TIE	TIE	
Increase speed of supplies to distro points.				
"NAME", we presently have turnkey boots-on-the-ground scalable security resources in Haiti, both armed and unarmed, with a strong local, vetted component.	TKS	TKS	TKS	

Additionally, we have been operating 8 dedicated aircraft (fixed and rotary wing) from the Dom Rep.	TIE	TIE	TIE	
We have successfully recovered and exfiltrated approximately 250 individuals to date.	TIE	TIE	TIE	
Additionally, we are supporting various news organizations in Haiti, including CNN, the wall Street Journal, ABC News and ITN with turnkey logistical and security management.	TIE	TIE	TIE	
We can immediately provide base and vital facility security, re-construction project security, convoy security, personnel recovery, PSD, transport and fuel logistics.	TIE/TSOG	TIE	TIE	
We would be pleased to take any assignment you might presently or in the future have, or would greatly appreciate any recommendations as to organizations or individuals in need.	TIE/TSOG	TIE	TIE	
We are available for immediate, turnkey deployment.	TIE	TIE	TIE	
Please review our bona fides at "WEBSITE" and "WEBSITE".	RTA-R/TIE	RTA-R	RTA-R	
Our parent company is "WEBSITE" through which we assist some 20 million travelers and expats per year.	TIE	TIE	TIE	
"NAME", ASI Group	MISC	MISC	MISC	
Hospital and landing zone available (Haiti).				
Unfortunately the situation is critical	TIE/PD	TIE	TIE	PD
And although U.S. choppers are flying overhead regularly there is as yet no contact between one of the few remaining, standing hospitals in the country and the U.S. military.	TIE	TIE	TIE	
Please note a precise LZ location is also provided.	RTA-R/TIE	TIE	TIE	
Anything you can do to assist will be appreciated,	TIE/IIG	TIE	TIE	
Or if you have a POC you want to steer me to I will be happy to reach out to them.	TIE/PR	TSOG	TIE	
Here is a link to the hospital website for more background information: "WEBSITE"	TIE	TIE	TIE	
The Schweitzer hospital is widely regarded as one of the best in the country.	TIE	TIE	TIE	
We have done hundreds of surgical procedures - emergency trauma - perhaps more than any other civilian hospital in Haiti.	TIE	TIE	TIE	
We have run out of antibiotics and analgesics.	TIE/PD	TIE	TIE	PD
We have doctors and OR's.	TIE	TIE	TIE	
We hear helicopters overhead all day.	TIE	TIE	TIE	
What I would really like to have is the e-mail of a senior military doctor on the ground in Port-Au-Prince who can break the logjam.	TIE	TIE	TIE	
We also know that they have huge stocks of supplies on the ground.	TIE	TIE	TIE	
We have a LZ: LAT. 19.073962; LON -72.491140.	TIE	TIE	TIE	
Any help you can provide will help to relieve the suffering of the more than 400 patients now in our hospital.	TIE	TIE	TIE	
Hospital and landing zone available (Haiti).				
One idea might be to setup Comms between the hospital and the USNS Comfort which I believe will be inport today.	TSOG	TIE	TSOG	

Hospital and landing zone available (Haiti).				
We have passed the info on to the USSOUTHCOM Command Surgeon's office for relay to the Task Force's medical team currently on the ground in Haiti.	TIE	TIE	TIE	
Hospital and landing zone available (Haiti).				
Thanks JP.	MISC	MISC	MISC	
100 bed undamaged hospital currently available in Milot Haiti with helo pad.				
A good idea perhaps if at all possible is have someone take some GPS coordinates of the landing field and post it here.	TSOG	TIE	TSOG	
Re: 100 bed undamaged hospital currently available in Milot Haiti with helo pad.				
Google earth thinks Hospital Sacre Coeur is here.	TIE	TIE	TIE	
19° 36.568'n 72° 12.561'W.	TIE	TIE	TIE	
Re: 100 bed undamaged hospital curenly available in milot haiti with helo pad.				
I believe that some flights are being directed here.	TIE	TIE	TIE	
What JTF-H need to know is your capabilities.	IIG	IIG	IIG	
Also, you could forward a clinic closer to the damage zone since many PAP residents are fleeing the city.	TSOG	TSOG	TSOG	
Re: connecting donors and needs in the U.S.				
Hi "NAME", State Dept. is also tracking donor contributions to efforts in Haiti under the title "Task Force 4".	TIE	TIE	TIE	
Please connect with the folks at the following e-mail address: "E-MAIL".	RTA-R/TIE	RTA-R	RTA-R	
I think you could consolidate your databases.	TSOG	TIE	TIE	
Sincerely, "NAME" SOUTHCOM liaison officer to TF1	MISC	TIE	MISC	
Has this pier/dock been evaluated for usage?				
We have reports that route 200 from Port-Au-Prince to Les Cayes is obstructed near the Petit Goave area.	TIE/PD	TIE	TIE	PD
Can you provide coordinates for this port you discuss in the southern region.	RTA-R/IIG	RTA-R	RTA-R	
Oasis for children request for supplies.				
My name is "NAME" and I am the President and founder of an organization by the name of Oasis for Children, INC.	TIE	TIE	TIE	
We have an orphanage located in Beudet in Haiti.	TIE	TIE	TIE	
Although the children and workers are all ok.	TIE	TIE	TIE	
They are still sleeping outside and have no water and very little food.	TIE	TIE	TIE	
I have been frantically trying to find some aide that is already on ground in Haiti that is able to get to the children to give them some food and water, but I have had no success thus far.	TIE	TIE	TIE	
I also have been trying to get into the country, but have had no luck with that as well.	TIE	TIE	TIE	
I'm hoping I will be able to soon.	TIE	TIE	TIE	
Beudet is about 20 miles east of por-au-prince.	TIE	TIE	TIE	

I would appreciate it so much if someone can take supplies over to the kids at the orphanage in Beudet.	RTA-R	RTA-R	RTA-R	
It is about 1 or 2 miles down passed Qoua-Des-Bouquer.	TIE	TIE	TIE	
Please help me, I'm so worried about the children at the workers.	RTA-R/TIE	TIE	TIE	
Haitian orphanages.				
If anyone can provide coordinated to the Helping Haiti Orphanage in "Titanyen" please post them.	RTA-R	RTA-R	RTA-R	
U.N. is trying to coord a response.	TIE	TIE	TIE	
If anyone has a POC in the vicinity please advise them of the below situation.	RTA-R	RTA-R	RTA-R	
It was called into DHS last night.	TIE	TIE	TIE	
Here is the correct SAT phone/location information: The name of the town is "Titanyen", which is an approximate three (3) hour drive north of PAP.	TIE	TIE	TIE	
Individuals at the school have been without water for 24 hours.	TIE	TIE	TIE	
500 children 40 miles N/NE of Port-Au-Prince with that have about 24 hours of food and water left!!!	TIE/PD	TIE	TIE	PD
Can you please direct this to the appropriate personnel.	RTA-R	RTA-R	RTA-R	
Unsolicited phone call from Ed Lord who is on the Board of the Minnesota infragard chapter and is involved from an NSO standpoint in the relief operations underway for Haiti.	TIE	TIE	TIE	
He received communication from an individual named "NAME" who is currently in Haiti with a group called Helping Haiti.	TIE	TIE	TIE	
Apparently, this facility has been isolated since the earthquake and is located approximately 30-40 miles N/NEof Port-Au-Prince.	TIE	TIE	TIE	
Within the facility are 400-500 children and they have about 24 hours of food and water left.	TIE/PD	TIE	TIE	PD
They have not been able to get in contact with relief efforts there and are looking for assistance.	TIE	TIE	TIE	
They have 2 sat phones with the following numbers: "PHONE" and "PHONE".	TIE	TIE	TIE	
They are requesting assistance from the U.S. effort there and I understand that this organization is U.S. based.	TIE	TIE	TIE	
Any assistance you can provide for what appears to be a potentially desperate situation is appreciated.	RTA-R/TIE	RTA-R/TIE	RTA-R	
Haitian orphanages.				
Requesting "Coordinates".	RTA-R	IIG	IIG	
Security situation in Haiti may be overblown.				
From InSTEDD CEO, "NAME" on the ground in Port-Au-Prince.	TIE	TIE	TIE	
2nd piece is a transcript by Dr. "NAME", the director of the path hospital friends,	TIE	TIE	TIE	
I've just returned from driving all over PAP.	TIE	TIE	TIE	
We stopped and talked.	TIE	TIE	TIE	
We were in the national park, the palace grounds, up in Delmas and around the airport.	TIE	TIE	TIE	
The place is calm, sad, and massively under-resourced.	TIE	TIE	TIE	
That is no surprise.	MISC	MISC	MISC	

We're ramping up - but there is an important issue skewing the response a little.	TIE	TIE/PD	TIE	PD
In more than two hours of assessment, I saw two SAR teams and one water truck.	TIE/PD	TIE	TIE	
I was in the hardest hit areas.	TIE	TIE	TIE	
No food aid visible.	TIE	TIE	TIE	
One water truck.	TIE	TIE	TIE	
The rumors are that security - A force protection requirement- is impeding aid delivery.	TKS	PD	TKS/PD	
If there are security concerns I'm not sure what is driving them.	TIE	TIE	TIE	
There are isolated incidents, but Port-Au-Prince is a city of more than 1.2 million.	TIE	TIE	TIE	
Delmas has more than 400,000.	TIE	TIE	TIE	
There is going to be crime, stupid people, angry people, but they're isolated.	TIE	TIE	TIE	
This is an impressively controlled crowd and they are trying to be well-behaved so that aid will flow.	TIE	TIE	TIE	
There are more than 20,000 in the palace park alone.	TIE	TIE	TIE	
They fully recognize the risk if they tolerate violence.	TIE	TIE	TIE	
My driver offered to wrap every medical workers in 5 Haitians to make sure they'd feel safe.	TSOG	TIE	TSOG	
I saw untreated open fractures.	TIE	TIE	TIE	
Obvious head trauma.	TIE	TIE	TIE	
Obvious psych Trauma.	TIE	TIE	TIE	
Major avulsions.	TIE	TIE	TIE	
No medical surveys evident on the street.	TIE	TIE	TIE	
Hospital clearly overloaded.	TIE	TIE	TIE	
I have photographs.	TIE	TIE	TIE	
Can we please ensure that we avoid looking like we're hiding from poor, weak, injured people who need help?	IIG/RTA-R	RTA-R	RTA-R	
The perceived security posture is getting quite a bit of play in the community and may not serve anyone well.	TIE/AT	TIE	TIE	
The transcript below is locally discussed.	TIE	TIE	TIE	
As it happens I know "NAME", CEO of Path, and he hires good people.	TKS	TIE	TIE	
I suspect the interview content is accurate.	TIE	TIE	TIE	
DR. "NAME": This question of security and the rumors of security and the racism behind the idea of security has been our major block to getting aid in.	TIE/SM	TKS	TKS	
The U.S. military has promised us for several days to bring in machinery,	TIE	TIE	TIE	
but they've been listening to this idea that things are insecure, and so we don't have supplies.	TIE	TIE	TIE	
I'm living here in the neighborhood with a friend.	TIE	TIE	TIE	
I'm staying with some of my Haitian doctor colleagues.	TIE	TIE	TIE	

We've been circulating on the roads to 1:00 and 2:00 in the morning, moving patients, moving supplies, trying to get our work done.	TIE	TIE	TIE	
There is no security.	TIE	TIE	TIE	
The U.N. is not out.	TIE	TIE	TIE	
The U.S. is not out.	TIE	TIE	TIE	
The Haitian police are not able to be out.	TIE	TIE	TIE	
But there's also no insecurity.	TIE	TIE	TIE	
I don't know if you guys were out late last night, but you can hear a pin drop in this city.	TIE	TIE	TIE	
It's a peaceful place.	TIE	TIE	TIE	
There is no war.	TIE	TIE	TIE	
There is no crisis except the suffering that's ongoing.	TIE	TIE	TIE	
The concern for militarization, the concern for occupation is very real.	TKS	TIE	TIE	
There is capacity that we don't have that the military will help us with, and that is urgently needed, because we're losing patients minute to minute.	TKS	TIE	TKS	
But the first that listeners need to understand is that there is no insecurity here.	TIE	TIE	TIE	
There has not been, and i expect there will not be.	TIE/AT	TIE	TIE	AT
"NAME", "NAME": MORE FROM DR. "NAME": Let's go into the operating rooms to show you what we don't have.	TIE	TIE	TIE	
Beginning on Thursday, this has been our main operating capacity.	TIE	TIE	TIE	
There are four tables.	TIE	TIE	TIE	
We have good doctors.	TIE	TIE	TIE	
We have good nurses.	TIE	TIE	TIE	
And we have very few supplies.	TIE	TIE	TIE	
At this point, like i was saying, we have perhaps twelve hours of working materials to keep going.	TIE/AT	TIE	TIE	AT
In these operating rooms, we don't have oxygen, we don't have general anesthesia, we don't have narcotic pain medicines in enough quantity.	TIE/PD	TIE	TIE	PD
People are getting major surgery, amputations, bones reset, decompression fasciotomies for crush injuries to release the pressure in the muscle.	TIE	TIE	TIE	
Under anesthesia with a drug called Ketamine, that works great for the surgery, but when it stops, it stops.	TKS	TKS	TKS	
There's no pain control.	TIE	TIE	TIE	
We have been operating around the clock-by daylight, when we have it.	TIE	TIE	TIE	
By flashlights, when we don't have it.	TIE	TIE	TIE	
We still do not have electricity in this building.	TIE	TIE	TIE	
Most injuries, about 80 percent of the injuries, are orthopedic injuries,	TIE	TIE	TIE	

and we do not have orthopedic supplies.	TIE	TIE	TIE	
We have literally gone to the hardware store and bought hacksaws to do amputations.	TIE	TIE	TIE	
And that's the best we can do right now.	TIE	TIE	TIE	
This is our triage and pre-op area.	TIE	TIE	TIE	
Again, we have over a thousand patients that are ready for surgery.	TIE/PD	TIE	TIE	PD
We just lack the capacity to get it done.	TIE	TIE	TIE	
Let's walk down to the post-op ward.	TIE	TIE	TIE	
Come inside.	MISC	MISC	MISC	
This was the emergency room for the hospital.	TIE	TIE	TIE	
The operating suites are destroyed.	TIE	TIE	TIE	
This was the emergency room.	TIE	TIE	TIE	
Less than twenty-four hours ago, this was an empty building-no bed, no people, no staff, no nursing, no patients.	TIE	TIE	TIE	
Currently, this is our [inaudible] post-op care area.	TIE	TIE	TIE	
When we get the materials, this will be our ICU.	TIE/AT	TIE	TIE	
But please remember, less than twenty-four hours, there was nothing here.	TIE	TIE	TIE	
And we'll walk through.	MISC	MISC	MISC	
Much of the staffing has come from the Haitian diaspora, Haitian Americans who have come down to assist.	TIE	TIE	TIE	
They hit the ground, they hit the ground running, and they've been working all night and ever since, with language capacity, with compassion and with dedication to work in THESE CONDITIONS.	TIE	TIE	TIE	
But let's look.	MISC	MISC	MISC	
This was an empty building less than twenty-four hours ago, and now we're working.	TIE	TIE	TIE	
Suggestion for military to consider: Would help a lot if military came across as focused primarily on humanitarian aid delivery, less on security.	TSOG	TKS	TSOG	
Fuel support for the Luxembourg Defense Forces.				
I submit the following on behalf of LTC "NAME".	TIE	TIE	TIE	
COL "NAME", U.S. Defense attaché to bellux, received an offer from COL "NAME", deputy chief of defense from Luxembourg to provide a water purification team to deploy to Haiti.	TIE	TIE	TIE	
Luxembourg will self-deploy using an Antonov Aircraft with a team of ~12 PERSONNEL, 4 TRUCKS, ONE JEEP, a packaging unit and a water purification unit.	TIE	TIE	TIE	
Luxembourg requests a written agreement that would assure them that they would have 300 liters a day of diesel fuel per day if the unit will be stationary and up to 500 liters a day if the unit must transport water.	TIE/PR	TIE	TIE	
The U.S. has supply agreements with Luxembourg (attached), though it appears they exclude North America.	TIE/PD	TIE	TIE	PD
Please let me know if you are able to assist with this matter or if you can forward us to the correct office.	RTA-R	RTA-R	RTA-R	

Cheers, LTC "NAME"	MISC	MISC	MISC	
Oasis for children request for supplies.				
"NAME" I have also received request via Facebook from the following:	TIE	TIE	TIE	
My father's house Haiti.	MISC	TIE	NC	
"NAME", impasse residential address office phone: "PHONE".	TIE	TIE	TIE	
You can contact me directly also at this address: pastor "NAME" "ADDRESS" "PHONE" E-mail: "E-MAIL".	RTA-R/TIE	RTA-R/TIE	RTA-R	
At this moment, my conditions is very difficult with the orphans because we can't have food, water and medicines and food supplies because we don't have money on hand to do that.	TIE/PD	PD	PD	TIE
Yes, you can call me at "PHONE".	TIE	TIE	TIE	
Yes, I have transportation.	TIE	TIE	TIE	
I have 200 orphans plus a staff of 30 people.	TIE	TIE	TIE	
Thank you very much for your efforts for our orphans in Haiti.	TIE	TIE	TIE	
Oasis for children request for supplies.				
Can anyone help me locate the following address?	IIG	IIG	IIG	
Residential address.	TIE	TIE	TIE	
I am using the Haiti crisis map at "WEBSITE"	TIE	TIE	TIE	
But the roads are not yet all named in the Montagne Noire area.	TIE/PD	TIE	TIE	PD
Thanks, "NAME"	MISC	MISC	MISC	
Fuel support for the Luxembourg Defense Forces.				
APAN RFI Manager, recommend you forward to SCJ4 and JTF-Haiti HACC.	RTA-D	RTA-R	RTA-R	
V/R cdr ka	MISC	MISC	MISC	
Fuel support for the Luxembourg Defense Forces.				
APAN RFI Manager, pls cancel original request as Luxembourg MoD cancelled their support mission.	RTA-R/TIE	RTA-R/TIE	RTA-R	
"NAME" and all, I just received an update from the Luxembourg Vice Chief of Defense stating that their minister of Defense notified them at 1415 local time, today that the water purification mission to Haiti has been cancelled.	TKS	TIE	TIE	
Please accept my thanks for all your hard work and sense of urgency.	TIE	TIE	TIE	
Very best regards, "NAME"	MISC	MISC	MISC	
Haiti sector'd by NGO's?				
Does anyone have information or map of Haiti that shows how Haiti has been divided into NGO's directed sectors? (If this has actually been done?)	IIG	IIG	IIG	
Haiti sector'd by NGO's?				
Check on the United Nations website One Response (takes time to open) "WEBSITE".	TIE	RTA-R/TIE	TIE	

Which has information and maps categorized according to what the U.N. calls Clusters = Sector: ie. Shelter, Food, Health Logistics, etc.	TKS	TKS	TKS	
Earthquake Haiti 2010.	MISC	TIE	MISC	
Haiti sectored by NGO's?				
"NAME", very useful information.	TIE	TIE	TIE	
Because Haiti is in such a flux of constant change, events, etc.	TIE	TIE	TIE	
Is there a plan that manages all of this data and information and will be leveraged for issues like Logistics, Comm's, NGO management, ETC.	IIG	IIG	IIG	
And then distributed to appropriate groups that will be affected and need to know by these elements?	IIG	IIG	IIG	
Regards, "NAME"	MISC	MISC	MISC	
Haiti sectored by NGO's?				
"The website for the U.N. Who's doing What Where for Haiti (pre-earthquake) is "WEBSITE"	TIE	TIE	TIE	
Is the United Nations new information portal for coordinating the U.N. cluster system	IIG	IIG	IIG	
1. What is OneResponse?	IIG	IIG	IIG	
OneResponse is a collaborative inter-agency website designed to enhance humanitarian coordination within the cluster approach, and support the predictable exchange of information in emergencies at the country level.	TKS	TKS	TKS	
The website will support clusters and OCHA fulfill their information management responsibilities as per existing IASC guidance.	TIE	TIE	TIE	
key characteristics of the site include:	TIE	TIE	TIE	
A global entry page, where all global cluster guidance materials located on "WEBSITE" is currently being migrated.	TIE	TIE	TIE	
Country or emergency specific content will be hosted on the field level site.	TIE	TIE	TIE	
A specific disaster site will be created within 24 hours, during the onset of a new emergency.	TIE	TIE	TIE	
A low-bandwidth version of the site is available, to enable access and exchange of information in poor connectivity environments.	TKS	TKS	TKS	
Information can be categorized as either public or private.	TIE	TIE	TIE	
This allows Sensitive Information to be made accessible only to cluster specific working groups.	TKS	TKS	TKS	
clusters will directly manage their own content on the site.	TIE	TIE	TIE	
OCHA owns the website and is responsible for its management.	TIE	TIE	TIE	
2. Who is the target audience for the website?	IIG	IIG	IIG	
The primary audience for the website are humanitarian workers at the country level, including Cluster Leads, cluster members, OCHA, UN Common services ETC.	TIE	TIE	TIE	
The secondary audience is global, including the global clusters staff at HQ, cluster members, donors, and ocha.	TIE	TIE	TIE	
3. What is the background to OneResponse?	IIG	IIG	IIG	

In order to avoid the multitude of one-off AD HOC websites developed in each new emergency, there was inter-agency consensus in early 2008 that a single website was needed to support the predictable exchange of information in emergencies at the country level.	TKS/UA	TKS/UA	TKS/UA	
The inter-agency web platform was first field tested in May 2008 in response to Cyclone Nargis in Myanmar.	TIE	TIE	TIE	
Since then, OCHA has continued to develop the website based on the requirements and functionalities identified in partnership with the cluster/sector information management focal points and Microsoft, as well as lessons learned from both the Myanmar website and "WEBSITE".	TKS	TKS	TKS	
ONERESPONSE is the successor to three different ocha sites:	TIE	TIE	TIE	
WEBSITE, "WEBSITE", and "WEBSITE", plus numerous ad-hoc non-OCHA sites.	TIE	TIE	TIE	
In December 2008, THE IASC working group requested the IASC Task Force on information management develop "an improved inter-agency web-platform to support and manage the exchange of operational information in emergencies, taking into account relevant existing web platforms and avoid duplication of existing agency web based resources".	TKS	TKS	TKS	
You can access Field Cluster Coordination Contacts Lists, Meetings schedules and notes, maps, assessment, identified priorities, etc...	TIE	TIE	TIE	
Also, as "NAME" suggests you should be in contact with USAID/OFDA...	TIE/RTA-R	TIE/RTA-R	RTA-R	
"NAME" Humanitarian Information Unit U.S. Department of State.	MISC	MISC	MISC	
Haiti sector by NGO's?				
"NAME"-- Also see Ocha's updated contact list for agencies working on the ground.	RTA-R	RTA-R/TIE	RTA-R	
Contact lists:	TIE	TIE	TIE	
1. Cluster Coordinator & General Contact List (in one XLS file over multiple WORK SHEETS)	TIE	TIE	TIE	
2. IFRC contact list	TIE	TIE	TIE	
3. UNDP contact list	TIE	TIE	TIE	
4. Government contact list.	TIE	TIE	TIE	
Haiti sector by NGO's?				
Check on the United Nations website One Response "WEBSITE" which has information and maps categorized according to what the UN calls clusters = Sector: Shelter, Food, Health Logistics, etc.	TIE	TIE/RTA-R	TIE	
*EARTHQUAKE HAITI 2010 - Look for the 3W map (WHOS DOING WHAT WHERE) when it becomes ready.	TIE/RTA-R	TIE/RTA-R	RTA-R	
They are working on it and designating NGO coverage.	TIE	TIE	TIE	
For pre-earthquake Who's Doing What Where, look at "WEBSITE"	TIE	TIE	TIE	
Haiti sector by NGO's?				
"NAME", No map exists because the U.N. clusters are responsible for operational sectors, not geographical sectors.	TKS	TKS	TKS	
For example, there are sectors for health, food, logistics, shelter, etc.	TIE	TIE	TIE	
You can check the one response website for information on their plans.	TIE	TIE	TIE	

"NAME", Please do NOT CC "E-MAIL" or "E-MAIL" on Haiti questions.	RTA-R	RTA-R	RTA-R	
They are the field team and need to focus on their efforts	TIE	TIE	TIE	
Please direct all SOUTHCOM questions to "NAMES" and "E-MAILS"	RTA-R	RTA-R	RTA-R	
THANK YOU.	MISC	MISC	MISC	
Haiti sectored by NGO's?				
"NAME", copy.	MISC	MISC	MISC	
Sending you e-mail for clarification.	TIE	TIE	TIE	
Haiti sectored by NGO's?				
Thank you!!!	MISC	MISC	MISC	
Haiti sectored by NGO's?				
Sector leads for U.S. government some useful contact information below for coordinating with U.S. government's Haiti interagency response sector leads.	AT	AT	AT	
Water, Food, Health, Government Support, Power/Electricity, Shelter and Settlements, Economic Recovery and Market Systems	TIE	TIE	TIE	
Haiti sectored by NGO's?				
Cluster leads provided by UNDAC, updated lists are available in the UNOCHA SITREP.	TIE	TIE	TIE	
Emergency shelter cluster coordinator "E-MAILS" "PHONES" for FOOD AID CLUSTER COORDINATOR, Logistics/UNHAS Cluster, Logistics Officer (mobile) EMERGENCY TELECOMMUNICATION, Health Cluster Coordinator, Wash cluster coordinator, WASH Deputy Cluster Coordinator, NUTRITION CLUSTER COORDINATOR, CHILD PROTECTION COORDINATOR OF SUB GROUP, Education Cluster Coordinator, Agriculture Emergency coordinator, ENVIRONMENT FOCAL POINT, Early Recovery Cluster Coordinator and Deputy Director UNDP Haiti.	TIE	TIE	TIE	
Vessels from a U.S. port to Jacmel, Haiti Port?				
Trying to get a water filtration system 6X6X6 FT already palletized 3000 lbs.	TIE	TIE	TIE	
Please respond to: "E-MAIL "	RTA-R	RTA-R	RTA-R	
Vessels from a U.S. port to Jacmel, Haiti Port?				
"NAME", A reply has been sent to "E-MAIL ".	TIE	TIE	TIE	
Thank You. RFI Manager	MISC	MISC	MISC	
Vessels from a U.S. port to Jacmel, Haiti Port?				
Thanks.	MISC	MISC	MISC	
We will be shipping the water filtration plant through DR c/o the Clinton Foundation.	TIE	TIE	TIE	
Vessels from a U.S. port to Jacmel, Haiti Port?				
Outstanding!	MISC	MISC	MISC	
Thank You - APAN Manager	MISC	MISC	MISC	

Re: Security situation in Haiti may be overblown				
I believe there is such hunger that food brings out the beast in any uprooted survivor of a 12 day old disaster.	TIE/SM	UA	UA	TIE
If you are on the ground in PAP, I have need north of you, bon repos area orphanage.	IIG/TIE	TIE	TIE	
Food drops by helicopter 2pm local time. I have helicopter #, pilot name & drop map.	TIE	TIE	TIE	
I have man on the ground contact.	TIE	TIE	TIE	
We safely dropped shelter boxes (emergency tent/filtration/blanket survival units) Friday but gents, this is food and I fear for their safety.	TKS	PD	PD	TKS
Any aid, contact "E-MAIL " and I will pass all info.	TIE/RTA-R	TIE/RTA-R	RTA-R	
Any ideas how to assist destroyed orphanage in Aubry, no food/supplies				
I have been informed that there is a destroyed orphanage just outside of Aubry, Haiti (~20 MILES N/NE OF PAP) with over 100 children.	TIE	TIE	TIE	
The orphanage is titled "Institution Maranatha" and it is operated by a U.S. charity.	TIE	TIE	TIE	
The physical address is as follows: "ADDRESS" "PHONE" @ *N 18°43.181' W 072°22.430'.	TIE	TIE	TIE	
Last contact with the orphanage revealed little to no food, no access to water and a deep concern about possible criminal activity in the area.	TIE/PD	TIE	TIE	PD
Approximately 4 days ago some provisions were dropped off by an NGO but that food was distributed and attracted much unhealthy attention.	TIE	TIE	TIE	
Four associates of mine managed to arrive in Aubry via the dr on sunday.	TIE	TIE	TIE	
They were able to send some text messages Sunday evening but we have since lost contact with them.	TIE	TIE	TIE	
They reported no Food or Water at the orphanage and last stated that they were going to attempt getting to another village to purchase something to eat for the children this morning.	TIE/PD	TIE	TIE	
We are concerned about the security situation.	TIE/PD	PD	TIE	PD
These four individuals are American citizens of Haitian descent and represent the first of our organization on the ground.	TIE	TIE	TIE	
Two questions:	IIG	MISC	MISC	
1) Can anyone provide me with a suggestion as to how I might go about at least requesting someone (MILITARY OR OTHERWISE) to check on the safety of the orphanage children and the staff?	IIG	IIG	IIG	
2) Is there any way to make specific requests that word be given to an NGO on the ground that there is an orphanage at the LAT/LONG given above that may be in dire need of essentials such as food and water?	IIG	IIG	IIG	
Thanks for your help, "NAME", "PHONE", E-MAIL "	MISC	TIE	TIE	
Any ideas how to assist destroyed orphanage in Aubry, no food/supplies				
This may be helpful.	TIE	TIE	TIE	
"WEBSITE" gets information about friends or family.	TIE	TIE	TIE	

The State Department has set up a web page that will serve as a clearinghouse for information on Haiti: "WEBSITE", including a new tool, the "person finder," to allow people to find and share information on missing loved ones in Haiti.	TKS	TIE	TKS	
The State Department Operations Center has set up the following phone number for Americans seeking information about family members in Haiti: "PHONE" (due to heavy volume, some callers may receive a recording).	TIE	TIE	TIE	
You can also send an e-mail to the State Department.	TIE	TIE	TIE	
Please be aware that communications within Haiti are very difficult at this time.	RTA-R/TIE	TIE	TIE	
The State Department has also partnered with the tech community to launch a free SMS relief information service to help people in Haiti.	TIE	TIE	TIE	
The text message program allows people with service from Digetel and Voila to text their location and needs to a free short code: "4636."	TIE	TIE	TIE	
Since the initiative was launched on January 18, NGO partners have received over 2,000 messages, including on food distribution, missing persons, water.	TIE	TIE	TIE	
The White House website continues to serve as a focal point for information about the relief effort, including accounting for family and friends in Haiti and contributing to the relief effort. "	TIE	TIE	TIE	
Any ideas how to assist destroyed orphanage in Aubry, no food/supplies				
Thanks for all the help, the team members were located, no cell coverage in area.	TIE	TIE	TIE	
Some returned to Dominican Republic with additional details.	TIE	TIE	TIE	
Some minor but stabilized injuries.	TIE	TIE	TIE	
Still finding it difficult to ascertain where locally to Aubrey, Haiti there is food distributed and/or water.	TIE	TIE	TIE	
The overlay map in the 2d and 3d maps is not distinct in that area.	TIE	TIE	TIE	
Any ideas?	IIG	IIG	IIG	
Flying to DR tomorrow night, will travel in myself Thursday.	TIE	TIE	TIE	
Any ideas how to assist destroyed orphanage in Aubry, no food/supplies				
Please advise if support has been provided and team found.	IIG	IIG	IIG	
Just crossed the border into Haiti and can check orphanages in no one has already.	TIE	TIE	TIE	
What is the name of the organization that deployed and what are their names?	IIG	IIG	IIG	
Names of missing and found citizens				
CNN has compiled a growing list of missing and found citizens throughout the country.	TIE	TIE	TIE	
This link also has information on news coverage and ways to donate "WEBSITE".	TIE	TIE	TIE	
Names of missing and found citizens				
The State Department has set up a web page that will serve as a clearinghouse for information on Haiti: "WEBSITE", including a new tool, the "person finder," to allow people to find and share information on missing loved ones in Haiti.	TKS	TKS	TKS	

The State Department Operations Center has set up the following phone number for Americans seeking information about family members in Haiti: "PHONE" (due to heavy volume, some callers may receive a recording).	TIE	TIE	TIE	
You can also send an e-mail to the State Department.	TIE	TIE	TIE	
Please be aware that communications within Haiti are very difficult at this time.	TIE/RTA-R	TIE	TIE	
The State Department has also partnered with the tech community to launch a free SMS relief information service to help people in Haiti.	TIE	TIE	TIE	
The text message program allows people with service from Digetel and Voila to text their location and needs to a free short code: "4636."	TIE	TIE	TIE	
Since the initiative was launched on January 18, NGO partners have received over 2,000 messages, including on food distribution, missing persons, water.	TIE	TIE	TIE	
The White House website continues to serve as a focal point for information about the relief effort, including accounting for family and friends in Haiti and contributing to the relief effort. "	TIE	TIE	TIE	
Names of missing and found citizens				
Also - From the embassy Pot-Au-Prince website: "WEBSITE" contains emergency contact	TIE	TIE	TIE	
This information is current as of today, Thu Jan 14 2010 08:58:30 GMT-0600 (CENTRAL STANDARD TIME) FRI JAN 29 08:36:05 2010.	TIE	TIE	TIE	
In Haiti, calls regarding the welfare of U.S. citizens can be made to the Embassy's Consular Task Force in Port-au-Prince at "PHONE".	TIE	TIE	TIE	
The Department of State has received a high volume of calls concerning the welfare of U.S. citizens in Haiti.	TIE	TIE	TIE	
To handle these requests most EFFICIENTLY, The Department has established an e-mail address for people who are trying to contact their U.S. citizen friends and relatives in Haiti.	TIE	TIE	TIE	
Please send your inquiries to: "E-MAIL " and include the following information: the full name, date of birth and passport information (if known) of the persons in Haiti you are trying to contact.	RTA-R/TIE	RTA-R/TIE	RTA-R	
Their contact information in Haiti, Telephone number, e-mail address, hotel name or address (if known) .	TIE	TIE	TIE	
Your name and contact information, and your relationship to the person in Haiti (Parent, Spouse, friend, Etc.) and any special or emergency circumstances.	TIE	TIE	TIE	
Our task force will work with our Embassy staff in Haiti to locate and, if needed, provide assistance.	TIE	TIE	TIE	
We will respond to each message as soon as possible.	TIE	TIE	TIE	
If you hear from the person you are concerned about, please be sure to send us an e-mail providing the new information about their location or condition.	TIE/RTA-R	TIE/RTA-R	RTA-R	
Transportation for water purification systems - Miami to PAP				
There is limited capacity for unloading, storing and distributing goods in Haiti.	TIE	TIE	TIE	
However, donors who wish to give-in-kind relief supplies should ensure that the goods match the needs identified in the flash appeal.	TIE	RTA-R	TIE	

Donors should contact the relevant Cluster (at headquarters or field level) to ask if the proposed goods are of interest to any cluster members, and to identify an operational agency or non-governmental organization on the ground that can receive goods upon arrival and distribute accordingly.	RTA-D/TKS	RTA-R	TIE	
To coordinate the flight donors should consult the global logistics cluster at "WEBSITES."	RTA-D/TIE	RTA-R	TIE	
This would most likely be destined to the staging area in the Dominican Republic (DR), for onward transportation to Port-Au-Prince -	TIE	TIE	TIE	
J9 watch officer "NAME"	MISC	MISC	MISC	
Transportation for water purification systems - Miami to PAP				
Sorry, I should have clarified that this NGO group is operating on the ground there and will take possession of the units upon arrival at the airport.	TKS	TIE	TIE	
They already flew in two units last week, and I understand that they are in the process of setting one of them up at the PAP airport.	TIE	TIE	TIE	
"NAME"	MISC	MISC	MISC	
Transportation for water purification systems - Miami to PAP				
Submitted as an alternative.	MISC	TIE	NC	
USTRANSCOM offers air and sea lift instructions for NGO's conducting humanitarian relief at "WEBSITE"	TIE	TIE	TIE	
THE U.S. Transportation Command posted instructions today on its web site offering instructions to non-governmental or non-profit organizations seeking air and sea lift for humanitarian supplies and relief personnel.	TIE	TIE	TIE	
"How do i get lift?" is an interactive presentation which steers customers through the process of acquiring qualifying military-provided transportation for cargo or people.	TIE	TIE	TIE	
Following the recent crisis in Haiti, numerous NGO's and non-profits requested a simple way to navigate through complex U.S. military rules regulating the movement of cargo and passengers.	TIE	TIE	TIE	
"This presentation meets a need in the national humanitarian relief community," said "NAME", chief of USTRANSCOMs Joint Interagency Communication Group,	TIE	TIE	TIE	
"It will help NGO's more easily and quickly identify qualifying opportunities to move relief supplies and personnel into places like Haiti.	TIE	TIE	TIE	
The presentation is located on the USTRANSCOM website at "WEBSITE."	TIE	TIE	TIE	
Is a resource guide which allows customers to investigate either air or surface transportation options.	TIE	TIE	TIE	
Surface Transportation includes ship, train and truck.	TKS	TIE	TIE	
Sometimes combinations of air and surface are most appropriate.	TIE	TIE	TIE	
Clear guidelines including telephone and e-mail contact information for military transportation experts, streamline the process for NGO's seeking to move goods or personnel.	TIE	TIE	TIE	
USSTRATCOM orchestrates transportation solutions for military and nonmilitary customers through its three components:	TIE	TIE	TIE	

The Army's Military Surface Deployment and Distribution Command and Air Forces Air Mobility Command, both co-located with USSTRATCOM at Scott Air Force Base, and the Navy's Military Sealift Command, headquartered in Washington D.C.	TIE	TIE	TIE	
USTRANSCOM provides transportation for U.S. GOVERNMENT relief efforts throughout the world.	TIE	TIE	TIE	
The command is committed to establishing and sustaining the flow of humanitarian relief to the government of Haiti through operation UNIFIED RESPONSE.	TIE	TIE	TIE	
Communications and system failure needs human intervention				
"NAME", I understand your frustration and ask that you keep pressing and don't lose faith in the greater community.	TIE/RTA	TIE	TIE	
There are roughly just under a couple of thousand people on APAN doing their best to support the collective relief effort.	TIE	TIE	TIE	
The "OFFICIAL" activities alone are coordinating requests and offers worldwide and working to accommodate them within overarching priorities and the relatively small infrastructure currently available in Haiti and in the Dominican Republic.	TIE	TIE	TIE	
But it is the combination of the governmental activities with the involvement of NGO's, IOS, and private firms and individuals of all shapes and sizes that really makes a difference.	TIE	TIE	TIE	
I see you've already received at least one lead on alternative ways to get your shipment where it needs to go.	TIE	TIE	TIE	
Information sharing has worked, is working, and will continue to develop.	TIE	TIE	TIE	
We all need to continue to build on our relationships and the tools to strengthen and broaden them.	TIE	TIE	TIE	
Communications and system failure needs human intervention				
Dr. "NAME", Thank you for this contact information.	MISC	TIE	MISC	
Project Kid also has been seeking partners to get our supplies to Haiti (and have been partnering with "NAME" group this week).	TIE	TIE	TIE	
We are seeking to send a minimum of 25 Play Care kits in during the next month.	TIE	TIE	TIE	
In addition we will have a package of 500 or so amputee dolls and books for children who have lost limbs.	TIE	TIE	TIE	
Jumping the water from U.S. to Haiti is the only missing piece of our puzzle!	PD	TIE	TIE/PD	
We will contact MR. "NAME".	TIE	TIE	TIE	
Local news and radio				
Does anyone know the status of media in Leogane or Jacmel areas?	IIG	IIG	IIG	
Does the local population have access to news?	IIG	IIG	IIG	
Understand that radios are being handed out;	TIE	TIE	TIE	
Does anyone know if they have been handed out in these areas?	IIG	IIG	IIG	
Local news and radio				
Some Haitians, isolated by the ravages of a 7.0 magnitude earthquake, were able to hook up their radios to a car battery generator to learn what happened to their country and communities on January 12 and in the days that	TKS	TKS	TKS	

followed				
But may more were not so lucky.	TIE	TIE	TIE	
They didn't have radios, batteries or generators and the earthquake silenced telephone landlines and mobile services, leaving Haitians in the dark in more ways than one.	TIE/PD	TIE	TIE/PD	
It is getting better though.	TIE	TIE	TIE	
Now U.S. Marines are handing out small radios so Haitians can hear important public service and safety announcements	TIE	TIE	TIE	
They can learn when and where precious commodities like food and water will be distributed.	TIE	TIE	TIE	
A U.S. Air Force C-130 has been flying in pallets of hand held emergency radios from Homestead AFB in Florida for earthquake survivors.	TIE	TIE	TIE	
The radios have the advantage of not needing batteries:	TIE	TIE	TIE	
They are powered by the sun or can generate power by hand cranking.	TKS	TIE	TIE	
The first shipment of radios was distributed in Port-Au-Prince nine days after the earthquake hit.	TIE	TIE	TIE	
The U.S. militaries JTF Haiti coordinated with the preval government to use a special communications aircraft, known as Commando Solo, to broadcast on certain FM and AM frequencies.	TKS	TKS	TKS	
Messages about the international relief efforts and health information are aired on three frequencies: 92.4 FM, 104.1FM and 1030 AM.	TIE	TIE	TIE	
In addition to the radios, the military is distributing 60k stickers advertising the am/fm frequencies.	TIE	TIE	TIE	
60k fliers that provide operating instructions in Creole and French have been produced.	TIE	TIE	TIE	
The specially equipped radios have another advantage:	TIE	TIE	TIE	
They can be used to charge cell phones and as modest flashlights.	TKS	TIE	TIE	
So far, 43,800 radios are in Haiti and another 6200 are due in country January 25.	TIE	TKS	TIE	
The radios are being distributed as part of "Operation Unified Response".	TIE	TIE	TIE	
The U.S. Southern Command provided the money the buy them.	TIE	TIE	TIE	
An update to this article: An additional 20K radios have been purchased.	TIE	TIE	TIE	
Once received, they will be distributed throughout Haiti.	TIE/PR	TIE	TIE	
V/R RFI "NAME"	MISC	MISC	MISC	
Communications and system failure needs human intervention				
Dear "NAME", I am sorry to hear about your urgent need.	PD	TIE	TIE	
I hope by the time you read this that your medical supplies will be underway.	TIE	TIE	TIE	
However, I wanted to tell you about two small groups who have flown from South Florida transporting medical supplies and medical personnel.	TIE	TIE	TIE	
They say they are going again.	TIE	TIE	TIE	

One is Pinson Foundation.	TIE	TIE	TIE	
Contacts are "NAME" "PHONE" who is in Haiti as of today still but his point of contact who is in South Florida is "NAME" "PHONE".	TIE	TIE	TIE	
"NAME" is on Facebook and updates several times daily.	TIE	TIE	TIE	
Send him a message there.	RTA-D	RTA-D	RTA-D	
He had told me his flights go out every 3 days and I think its American Airlines and private charter.	TKS	TIE	TIE	
His group is operating a tent clinic.	TIE	TIE	TIE	
Then the other group I know is the Homeless Voice based in Hollywood.	TIE	TIE	TIE	
The contact is "NAME" and he is on Facebook and his e-mail is "E-MAIL".	TIE	TIE	TIE	
You could probably look him up in the phonebook too or call the Homeless Voice.	TIE	TIE	TIE	
Their shelter is at just north of Federal from Johnson Street.	TIE	TIE	TIE	
He may be back from Haiti by now.	TIE	TIE	TIE	
His last posting from there was the 26th.	TIE	TIE	TIE	
"NAME"	MISC	MISC	MISC	
Partners in health transport assistance for water and tents				
I am the volunteer liaison for Partners in Health.	TIE	TIE	TIE	
We have large quantity of water and tents in MIA seeking transportation into PAP or surrounding areas.	TIE	TIE	TIE	
MSC or airlift support needed ASAP.	TIE	PR	TIE/PD	
Please advise	RTA-R	RTA-R	RTA-R	
Partners in health transport assistance for water and tents				
USTRANSCOM offers air and sea lift instructions for NGO's conducting humanitarian relief at "WEBSITE"	TIE	TIE	TIE	
THE U.S. Transportation Command posted instructions today on its web site offering instructions to non-governmental or non-profit organizations seeking air and sea lift for humanitarian supplies and relief personnel.	TIE	TIE	TIE	
"How do i get lift?" is an interactive presentation which steers customers through the process of acquiring qualifying military-provided transportation for cargo or people.	TIE	TIE	TIE	
Following the recent crisis in Haiti, numerous NGO's and non-profits requested a simple way to navigate through complex U.S. military rules regulating the movement of cargo and passengers.	TIE	TIE	TIE	
"This presentation meets a need in the national humanitarian relief community," said "NAME", chief of USTRANSCOMs Joint Interagency Communication Group,	TIE	TIE	TIE	
It will help NGO's more easily and quickly identify qualifying opportunities to move relief supplies and personnel into places like Haiti.	TIE	TIE	TIE	
The presentation is located on the USTRANSCOM website at "WEBSITE"	TIE	TIE	TIE	
Is a resource guide which allows customers to investigate either air or surface transportation options.	TKS	TIE	TIE	
Surface Transportation includes ship, train and truck.	TIE	TIE	TIE	

Sometimes combinations of air and surface are most appropriate.	TIE	TIE	TIE	
Clear guidelines including telephone and e-mail contact information for military transportation experts, streamline the process for NGO's seeking to move goods or personnel.	TIE	TIE	TIE	
USSTRATCOM orchestrates transportation solutions for military and nonmilitary customers through its three components:	TIE	TIE	TIE	
The Army's Military Surface Deployment and Distribution Command and Air Forces Air Mobility Command, both co-located with USSTRATCOM at Scott Air Force Base, and the Navy's Military Sealift Command, headquartered in Washington D.C.	TIE	TIE	TIE	
USTRANSCOM provides transportation for U.S. GOVERNMENT relief efforts throughout the world.	TIE	TIE	TIE	
The command is committed to establishing and sustaining the flow of humanitarian relief to the government of Haiti through operation UNIFIED RESPONSE.	TIE	TIE	TIE	
Haiti sectored by NGOs?				
Links to maps and data on sectoral NGOs working in Haiti @ "WEBSITE."	TIE	TIE	TIE	
NAME humanitarian information unit U.S. Department of State	MISC	MISC	MISC	
Best integrated map view of IDP camps				
"NAME", the best picture is on the U.S. SOUTHCOM 3D Map Operational Picture (A User-Defined Operational Picture (UDOP)) that is available in the Haiti HA/DR group on APAN.	TKS	TKS	TKS	
Apply for your access to the tool using that button on the Haiti HA/DR Page.	TIE	TIE	TIE	
Once you are in the tool will prompt you to load the Google Earth plug-in if you don't already have it running on your computer.	TIE	TIE	TIE	
Once the tool loads, select the IDP camp layer from the Intelligence menu on the left side of the page is regularly updated with the NGA Imagery, and represents the only whole-country IDP view available.	TIE	TIE	TIE	
Camp estimates are included in this Google Earth layer (you must "click" each icon) as a fusion of open-source data, and imagery analysis.	TIE	TIE	TIE	
I am no statistician, but I am guessing we are within 1-sigma of the estimate for population of these camps.	TKS	TKS	TKS	
Also, a lot of information included on status of all of the Hospitals, capacity condition, etc. on the APAN site as well as in the UDOP tool.	TIE	TIE	TIE	
The tool also includes LIDAR for specific camps that show ground change detection over a two day period that gives an indication of migration/movement.	TKS	TKS	TKS	
(All new tents appear in blue, anything that has been removed appears in red).	TIE	TIE	TIE	
"NAME" SOUTHCOM UDOP Management	MISC	MISC	MISC	
Civil military operations center (CMOC) in Port-Au-Prince				
From 1st Battalion, 325th airborne Infantry Regiment [Red Falcons] of the 82ND Airborne Division:	TIE	TIE	TIE	
We have established a Civil Military Operations Center (CMOC) in Port-au-Prince, North of the Airport.	TIE	TIE	TIE	

We can possibly render logistical support and security to your relief operations.	TIE/AT	TIE	TIE	
We are very interested in working with you to help the people of Haiti.	TIE	TIE	TIE	
If you are interested, please respond for coordination.	TIE/RTA-R	RTA-R	RTA-R	
Respectfully. "NAME" Red CMOC Officer "PHONE"	MISC	TIE	MISC	
Civil military operations center (CMOC) in Port-Au-Prince				
What is your e-mail?	IIG	IIG	IIG	
Please send e-mail to "E-MAIL"	RTA-R	RTA-R	RTA-R	
Thanks!	MISC	MISC	MISC	
Civil military operations center (CMOC) in Port-Au-Prince				
I am with Partners in Health, large NGO with a sustained medical presence in Haiti.	TIE	TIE	TIE	
I am the liaison for military coordination.	TIE	TIE	TIE	
We have a large quantity of tents, commodes, medical equipment/supplies, water sitting in our warehouse in Miami Airport to be destined for our 6 primary medical facilities on the ground in Haiti that we are desperately attempting to transport.	TIE	TIE	TIE	
We have approximately 200 pallets, about half of which is probably water.	TIE	TIE	TIE	
We are in need of military or private assistance to deliver cargo capacity into PAP with the priority being the tents, commodes and medical equipment/supplies. "	TIE	TIE	TIE	
The new Haiti project is up and running - Please Engage				
The first thing to do for tents is to go through USAID.	TIE	RTA-D	TIE	
USAID to my understanding is mostly responsible for shelter for Haitians and NGO's.	TIE	TIE	TIE	
For USG employees, other than DOD, go through USAID.	TIE	RTA-D	TIE	
They would be the ones to reach back to the JTF on the ground.	TIE	TIE	TIE	
The JTF is almost done developing a bed down plan for its folks, tents are starting to flow in.	TIE	TIE	TIE	
I don't know how much will be for USG employees or other entities.	TIE	TIE	TIE	
That's something being worked on the ground.	TIE	TIE	TIE	
The new Haiti project is up and running - Please Engage				
The New Haiti project is up and running.	TIE	TIE	TIE	
This is a system and program run by Haitians for long term reconstruction operations with schools and churches.	TIE	TIE	TIE	
Currently they would like to receive tents so that they can distribute them.	TIE	TIE	TIE	
Who and where does the team join with APAN/SOUTHCOM to receive tents – at this time for distribution in Haiti.	IIG	IIG	IIG	
Please join here for operations and discussions or contact me at "E-MAIL".	RTA-R/TIE	RTA-R	RTA-R	
Thanks – "NAME "	MISC	MISC	MISC	
World Cares Center helping Haiti update 2-4-10				

After disaster local non-governmental agencies are the first to be cut off from the essential supply chain needed to serve their communities and the last to be reconnected.	TIE	TKS	TIE	
Local leaders emerge to help yet the systems in place are close to impossible to navigate.	TIE	TKS	TIE	
World Cares Center is continuing to work with likeminded organizations and local leaders in Haiti to pool our resources to find solutions to these issues and more.	TIE	TIE	TIE	
Here's what World Cares Center is doing with its partners:	TIE	TIE	TIE	
2. Supply chain logistics: After the challenges we and other faced with getting our medications and food to our clinics on the ground in Haiti, World Cares and its associates are working on collaborative solutions.	TIE	TIE	TIE	
World Cares is organizing the logistics in the U.S. while its partners are organizing logistic in Haiti.	TIE	TIE	TIE	
We are exploring no-cost, low cost, and commercial solutions.	TIE	TIE	TIE	
3. Collection of requested goods: specific donations are still needed and will be collected;	TIE	TIE	TIE	
The very specific list of needs is posted on our website.	TIE	TIE	TIE	
We work with our local Haitians partners to help distribute the goods.	TIE	TIE	TIE	
We do not go out on the street and pass out goods to individuals, this causes "unrest" and only the strong get the items.	TIE	TIE	TIE	
WCC delivers the goods to trusted local leaders who ensure that all their community gets the needed goods.	TIE	TIE	TIE	
4. Ongoing support of our community partners through a network of continuously growing list of organizations.	TIE	TIE	TIE	
World Cares is in constant contact with our local groups and following up with U,N, cluster groups to meet the needs of the community.	TIE	TIE	TIE	
We will report our progress and request support by other means when required to fill the gaps.	TIE	TIE	TIE	
Over 50 organizations were submitted to the U.N. cluster groups in order to receive food, water and tents, world cares is tracking the status of this support.	TIE	TIE	TIE	
5. Register and pre-brief Volunteers for our agency partners who are registration 501C3's with insurance and policies in place the guarantee the safety of these volunteers.	TIE	TIE	TIE	
The current need is posted on our website.	TIE	TIE	TIE	
All volunteers are asked to join "WEBSITE" to receive updates.	TIE	RTA-R	TIE	
We are interested in working collaboratively.	TIE	TIE	TIE	
Please contact "E-MAIL" if you can help or need help with any of the above areas.	RTA-R/TIE	TIE/RTA-R	RTA-R	
The new Haiti project is up and running - Please Engage				
Another source of tents is through a nonprofit called Shelter Box @ "WEBSITE"	TIE	TIE	TIE	
According to their website, 1,500 tents have been delivered to date,	TIE	TIE	TIE	
And 18,000 are on their way from the UK.	TIE	TIE	TIE	
From their website "In addition to (A ten-person) tent, the boxes contain a range of other survival equipment including thermal blankets and insulated ground sheets, essential in areas where temperatures plummet at nightfall.	TKS	TIE	TIE	

Where Malaria is prevalent mosquito nets are supplies, as well as a lifesaving means of water purification.	TIE	TIE	TIE	
A basic tool kit containing a hammer, axe, saw, trenching shovel, hoe head, pliers and wire cutters can be found in every box as well as crayons, pens and drawing books for kids.	TIE	TIE	TIE	
Best integrated map view of IDP camps				
Thanks "NAME", this is a part of the issue.	TIE	TIE	TIE	
Need to see all of Haiti.	TIE	TIE	TIE	
We know >60K IDPS went to Artibonite for instance.	TIE	TIE	TIE	
Obviously we are challenged with a full integrated picture of IDP encampments in Haiti.	TIE	TIE	TIE	
Last map I saw was one produced by USAID, however it was arrows and very general.	TIE/PD	TIE	TIE	
Cheers, "NAME"	MISC	MISC	MISC	
Best integrated map view of IDP camps				
"NAME", I posted this to the Crisis Mappers thread which you may have seen.	TIE	TIE	TIE	
I haven't seen anything comparable.	TIE	TIE	TIE	
The U.N. emergency shelter cluster has released a KMZ of IDP locations dated Feb 4.	TIE	TIE	TIE	
The sites that have been verified on the ground and have attributes such as sanitation/water source/population.	TIE	TIE	TIE	
The KMZ can be downloaded from "WEBSITE"	TIE	RTA-R	TIE	
Best integrated map view of IDP camps				
Thanks so much -	MISC	MISC	MISC	
Highlights the observational bias of the UN.	TIE	TIE	TIE	
Mainly focused on PAP and environ.	TIE	TIE	TIE	
Best integrated map view of IDP camps				
Without leading too much into speculation, the majority of the IDP's were identified using satellite imagery with most of the post-event imagery initially available for Leogane, Carrefour, and PAP.	TIE	TIE	TIE	
Ground assessments are still coming in but the focus is leaning toward identifying specific Shelter HUB'S to be improved upon to meet the long-term needs.	TIE	TIE	TIE	
In the south, there are 3 or 4 larger IPD's located in Jacmel where tents and sanitary facilities are being established.	TIE	TIE	TIE	
You can view the imagery on Google Earth or the PDC viewer at "WEBSITE."	TIE	TIE	TIE	
where we have an IKONOS image shot the 28th of January.	TIE	TIE	TIE	
If you're looking for a specific area, let me know and I'll see what I can find.	TSOG	TSOG	TSOG	
"NAME" Pacific Disaster Center	MISC	MISC	MISC	
Re: Partners in health transport assistance for water and tents				
I am a licensed clinical counselor working in Milot at Sacre Coeur Hospital.	TIE	TIE	TIE	
We have a situation here and are in need of help.	TIE/PD	TIE	TIE	

I saw you post and thought perhaps partners may know of someone who can assist us.	IIG	TIE	IIG	
The problem we are facing (among many others) is with discharge.	TIE	PD	TIE/PD	
We are ready to let people go, but so many have no home to return too.	TIE	TIE	TIE	
I am trying desperately to connect with NGO's in PAP and partner with them in getting help for the patients who are leaving here.	TIE	TIE	TIE	
These are patients are in most need of help as they have missed out on the aid distribution in PAP since the quake.	TKS	TIE	TIE	
Many were buried for days (some for over a week), many have amputations.	TIE	TIE	TIE	
I don't know if you can help at all or if you have contacts where you can inquire about the availability in PAP for helping discharged patients find somewhere to sleep/eat etc..?	IIG	TIE	IIG	
We would like to provide the patients with a contact place/name/phone number for when they arrive in the city.	TSOG	TIE	TIE	
The task before me is a bit overwhelming and I would appreciate any leads whatsoever.	TIE	TIE	TIE	
Thanks, "NAME"	MISC	MISC	MISC	
Re: Urgent aid needed in PAP for discharged patients, Sacre Coeur, Milot				
Camp Planning ; "NAME" – previously, whenever people were "planning ahead" for just such a time as you describe now, this group would reply.	TIE	TIE	TIE	
They were working on long term, lease of land location options.	TIE	TIE	TIE	
Worth a try- "NAME", "E-MAIL", best to PIH	TIE	RTA-R	TIE	
I think Air Calvary y have flown some of your staffers in Haiti. "	TIE	TIE	TIE	
Re: World Cares Center helping Haiti update 2-4-10				
Would love to see your update from latest trip and World Cares status as of March looking to April.	RTA-R	TIE/RTA-R	RTA-R	
Re: Urgent aid needed in PAP for discharged patients, Sacre Coeur, Milot				
I am a licensed clinical counselor working at Sacre Coeur, Milot.	TIE	TIE	TIE	
We are ready to discharge patients, but so many have no hoe to go back too.	TIE	TIE	TIE	
Many are children who have had a family member here with them.	TIE	TIE	TIE	
I am trying desperately to connect with NGOs in PAP to partner with them in getting help for patients and their families who are leaving here.	TIE	TIE	TIE	
These folks are in most need of help as they have missed out on the aid distribution in PAP since the quake.	TKS	TIE	TIE	
Many were buried for days (some for over a week), many have amputations.	TIE	TIE	TIE	
They need tents, food, water, etc.	TIE	TIE	TIE	
We would like to provide the patients with a contact place/name/phone number for when they arrive in the city.	TSOG	TIE	TIE	
The task before me is a bit overwhelming and I appreciate any leads whatsoever.	TIE	TIE	TIE	
Re: Urgent aid needed in PAP for discharged patients, Sacre Coeur, Milot				
Bonnie, Project KID is seeking to raise funds/build partnerships to meet these very needs.	TIE	TIE	TIE	

I will post our project overview in another item for your review.	TIE	TIE	TIE	
My contact info follows if you would like me to put you in touch with our team.	TIE	RTA-R	TIE	
Thanks, "NAME", "PHONE", "E-MAIL"	MISC	TIE	MISC	
Hospital Content	Coder 1	Coder 2	Final Code	NDM Code
Transport of medical supplies to hospitals.				
"NAME", Have you contacted USAID?	IIG	IIG	IIG	
They are the lead U.S. agency responsible for all Haiti relief efforts: "WEBSITE".	TIE	TIE	TIE	
Please let me know if I can be of further assistance.	RTA-R	TIE	RTA-R	
RFI manager	MISC	MISC	MISC	
Hospital and landing zone available (Haiti).				
From the Director of the Albert Schweitzer Hospital in Haiti.	TIE	TIE	TIE	
Unfortunately the situation is critical and although U.S. choppers are flying overhead regularly there is as yet no contact between one of the few remaining, standing hospitals in the country and the U.S. military.	TIE/PD	TKS	TIE	PD
Please note a precise LZ location is also provided.	TIE/RTA-R	TIE	TIE	
Anything you can do to assist will be appreciated, or if you have a POC you want to steer me to I will be happy to reach out to them.	TIE/IIG	TSOG/ RTA-R	TSOG	
Here is a link to the hospital website for more background information: "WEBSITE".	TIE	TIE	TIE	
The Schweitzer hospital is widely regarded as one of the best in the country.	TIE	TIE	TIE	
"NAME" "PHONE" we have done hundreds of surgical procedures.	TIE	TIE	TIE	
Emergency trauma.	TIE	TIE	TIE	
Perhaps more than any other civilian hospital in Haiti.	TIE	TIE	TIE	
We have run out of antibiotics and analgesics.	TIE/PD	TIE	TIE	PD
We have doctors and OR's.	TIE	TIE	TIE	
We hear helicopters overhead all day.	TIE	TIE	TIE	
What I would really like to have is the e-mail of a senior military doctor on the ground in Port Au Prince who can break the log jam.	TIE	TIE	TIE	
We also know that they have huge stocks of supplies on the ground.	TIE	TIE	TIE	
We have a LZ: LAT 19.073962; LNG -72.491140.	TIE	TIE	TIE	
Any help you can provide will help to relieve the suffering of the more than 400 patients now in our hospital.	TIE	TIE	TIE	
Hospital and landing zone available (Haiti).				
Reposting of 1-18-2010-7-51, User ID 2794.	MISC	MISC	MISC	
Update: hospital Sacre Coeur capability now expanded, request severely injured.				

Hospital Sacre Coeur, Milot, Northern Haiti, Located at 19O36'33.91"N, 72o12'33.37"W is receiving patients at adjacent soccer field at 19o36'42.78"N, 72o12'25.54"W.	TIE	TIE	TIE	
Have Google maps on request from: "E-MAIL".	TIE	TIE	TIE	
Soccer field is 1/5 of mile from hospital.	TIE	TIE	TIE	
Update: Undamaged hospital can now accommodate at least 100 more patients at present.	TIE	TIE	TIE	
Request the most severely injured, i.e. Those requiring surgery immediately.	TIE	TIE	TIE	
Have minimum 30 doctors/surgeons, medical trauma, orthopedics on-site with 20 more general surgery, medical trauma and orthopedics arriving today (Jan 20).	TIE	TIE	TIE	
4 Operating Rooms.	TIE	TIE	TIE	
Can treat and house excess from USS COMFORT.	TIE	TIE	TIE	
Have received 140 injured on approximately 25 airlifts primarily from USCG Tahoma and Mohawk.	TIE	TIE	TIE	
Contacts on the ground remain: "NAME", "E-MAIL" AND "PHONE".	TIE	TIE	TIE	
International contact remains "NAME", EXEC DIRECTOR "E-MAIL" AND "PHONE".	TIE	TIE	TIE	
Urgent request now needed for basic operating room supplies: gowns, masks, hats, gauze and other basic O.R. supplies.	TIE/PD	TIE	TIE	
Update: Hospital Sacre Coeur capability now expanded, request severely injured.				
Received call from LCDR "NAME", USN, LNO TO JOINT TASK FORCE - HAITI (JTF-H) in PAP.	TIE	TIE	TIE	
LCDR "NAME" would has message from USNS Comfort for Hospital Sacre Coeur:	TIE	TIE	TIE	
Please contact USNS Comfort at "PHONE".	TIE	TIE	TIE	
Partners in health transport assistance for water and tents.				
USTRANSCOM offers air and sea lift instructions for NGO's conducting Humanitarian Relief Scott AFB.	TIE	TIE	TIE	
The U.S. transportation command posted instructions today on its Web site offering instructions to non-governmental (NGO) or non-profit organizations seeking air and sea lift for humanitarian supplies and relief personnel.	TIE	TIE	TIE	
How Do I Get Lift? Is an interactive presentation which steers customers through the process of acquiring qualifying military-provided transportation for cargo or people.	IIG	TIE	TIE	
Following the recent crisis in Haiti, numerous NGO's and non-profits requesting a simple way to navigate through complex U.S. military rules regulating the movement of cargo and passengers.	TIE	TIE	TIE	
"This presentation meets a need in the national humanitarian relief community," SAID "NAME", CHIEF OF USTRANSCOMS JOINT INTERAGENCY communication group.	TIE	TIE	TIE	
It will help NGO's more easily and quickly identify qualifying opportunities to move relief supplies and personnel into places like Haiti.	TIE	TIE	TIE	
The presentation is located on the ustranscom web site at "WEBSITE".	TIE	TIE	TIE	
It is a resource guide which allows customers to investigate either air or surface transportation options.	TKS	TIE	TIE	

Surface transportation includes ship, train and truck.	TIE	TIE	TIE	
Sometimes a combination of air and surface are most appropriate.	TIE	TIE	TIE	
Clear guidelines, including telephone and e-mail contact information for military transportation experts, streamline the process for NGO's seeking to move goods or personnel.	TIE	TIE	TIE	
USTRANSCOM orchestrates transportation solutions for military and non-military customers through its three components:	TIE	TIE	TIE	
The army's military Surface Deployment and Distribution Command and Air Force's Air Mobility Command, both co-located with USTRANSCOM at Scott AFB, and the Navy's Military Sealift Command, headquartered in Washington, D.C.	TIE	TIE	TIE	
USTRANSCOM provides transportation for U.S. government relief efforts throughout the world.	TIE	TIE	TIE	
The command is committed to establishing and sustaining the flow of humanitarian relief to the government of Haiti through Operation Unified Response.	TIE	TIE	TIE	
V/R rfi manager	MISC	MISC	MISC	
100 bed undamaged hospital curently available in Milot Haiti with helo pad.				
Hospital Sacre Coeur in Milot Haiti is appealing for patients.	TIE	TIE	TIE	
Need coordination to get Helo's to hospital	TIE/PD	TIE	TIE	
Full service hospital with 20 Haitian Dr's, a U.S. trauma (6) and orthopedic team (6) and with 35 nurses 17 more Dr's and nurses schedule to arrive from U.S.	TIE	TIE	TIE	
2 O.R.'s adequate medical supplies, clean water and electricity (generator).	TIE	TIE	TIE	
Local soccer field is landing pad.	TIE	TIE	TIE	
5 helos have landed to date (20 patients) sent from USCG Tahoma.	TIE	TIE	TIE	
Hospital monitors UHF CH 16.	TIE	TIE	TIE	
Hospital is 200 yd. from soccer/helo pad, have own ambulances for transport.	TIE	TIE	TIE	
Contact: "NAME" (Ground Coordinator) Haiti "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Acting hospital CEO "NAME" "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Executive Director of foundation that runs hospital (Crudem) is "NAME", "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Project kid children's services sitrep #5.				
Project KID is still seeking updates from groups providing children's services for compilation in this SITREP.	TIE	TIE	TIE	
Please forward relevant items to "E-MAIL".	RTA-R	RTA-R	RTA-R	
Thanks! "NAME"	MISC	MISC	MISC	
To be added to direct distribution list, please visit "WEBSITE" and join our update list.	TIE	TIE	TIE	
Prepared by "NAME", Project KID, inc. "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Information from previous SITREPS is shortened to bullet or deleted.	TIE	TIE	TIE	

Project KID co-founder "NAME" spend Friday, 29 January at the U.N. log base in Port Au Prince.	TIE	TIE	TIE	
Attended U.N. cluster meetings on shelter and non-food items, information sharing, child protection.	TIE	TIE	TIE	
Needs for all supplied and services for children remain extremely high and urgent.	TIE	TIE	TIE	
On Saturday, 30 January, "NAME" returned to Santo Domingo to coordinate with missionaries "NAME and "NAME.	TIE	TIE	TIE	
and establish other relationships needed there to receive our play care supplies and help move them to target destinations in Haiti.	TIE	TIE	TIE	
In partnership with the GRCMA Early Childhood Directions (Mobile, AL) and The Children's Forum (Tallahassee, FL) , is launching a "Play Care for Haiti 25 in 25" campaign to have 25 play care kits ready to ship to Haiti in 25 days!	TIE	TIE	TIE	
We are working with a variety of community, church, and other groups to help us accomplish this goal.	TIE	TIE	TIE	
Project KID, in partnership with the Just Me Project, is seeking to collect at least 500 amputee dolls for distribution to pediatric amputee patients in Haiti.	TIE	TIE	TIE	
Soft toys, or cuddle pieces, are reassuring to kids of all ages, but especially in time of trauma, dislocation or illness.	TKS	TIE	TKS	
The Just Me Project features Henry, the three-legged cat, who has the body of a kitten, but the heart of a lion.	TIE	TIE	TIE	
Henry's story has helped hundreds of amputees and their families grapple with the emotional and physical challenges of amputation.	TIE	TKS	TKS	
Amputee toys have helped kids who have been through an amputation feel normal and valued.	TKS	TKS	TKS	
The comforting pet or doll is "Like Them."	TIE/SM	TIE	TIE	SM
This makes it easier for the child and everyone around the child to talk about overcoming the challenges.	TIE	TKS	TIE	
The global institute for disruptive events (GIDE) is supporting epidemic situational awareness (Operational Biosurveillance) for the Haiti response theater.	TIE	TIE	TIE	
They have posted reports of increasing pediatric illnesses:	TIE	TIE	TIE	
More reports of diarrheal illness increase.	TIE	TIE	TIE	
(MSF) new Carrefour Hospital reporting increasing incidence of diarrhea.	TIE	TIE	TIE	
Clinic near the pap airport reporting "30 women deep, most holding babies sick with fever, diarrhea and rashes from living on the street.	TIE	TIE	TIE	
PAP- "Overwhelming medical clinics are seeing their first cases of children's dysentery, parasites and diarrhea."	TIE	TIE	TIE	
Malaria Incidence Escalating.	TIE	TIE	TIE	
The hospital administrator for Bernard Mevs Hospital located near the Port-Au-Prince airport has reported an escalating number of pediatric malaria cases requiring treatment.	TIE/PD	TIE	TIE	PD
The hospital official noted a limited supply of anti-malarial pharmaceuticals available.	TKS	PD	TIE	PD
The following prophylaxis treatments remain effective against Plasmodium Falciparum in Haiti:	TKS	TKS	TKS	
Atovaquone/Proguanil, Chloroquine, Docycycline and Mefloquine.	TIE	TIE	TIE	

Information can be followed at the Haiti Operational Biosurveillance website address.	TIE	TIE	TIE	
From OCHA: The Haiti emergency is also a high-risk environment for sexual exploitation and abuse.	TIE/PD	TIE	TIE	PD
During an emergency, local populations become more dependent on others for their survival and thus more vulnerable to sexual exploitation and abuse.	TKS	TKS	TKS	
OCHA is taking steps to improve protection measures for these vulnerable populations, including children, seniors and the disabled.	TIE	TIE	TIE	
Services/Organizations/Contacts Field responders and organizations please send us your contact data and coordinates!!	RTA-R	RTA-R	RTA-R	
Links to needed info clearinghouses are welcome!!	TIE	TIE	TIE	
In Haiti?	IIG	IIG	IIG	
"Text Number".	TIE	TIE	TIE	
If outside of Haiti: "PHONE" on Digicel with your location and need.	TSOG	TIE	TIE	
Report emergencies and missing persons.	RTA-R	RTA-R	RTA-R	
Include as much location information as possible.	RTA-D	TIE	TIE	
Emergency and respite care, supplies arriving Santo Domingo 27 January 2010	TIE	TIE	TIE	
"NAME" Project KID field coordinator "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Play care site est.	TIE	TIE	TIE	
Supply coordination "NAME" Project KID U.S. coordinator "PHONE" AND "E-MAIL" coordination, sitreps.	TIE	TIE	TIE	
"NAME" World Cares Center "PHONE" AND "WEBSITE".	TIE	TIE	TIE	
Logistics, supplies *instead* "NAME", "E-MAIL" AND "PHONE".	TIE	TIE	TIE	
U.N. Office for Coordination of Humanitarian Affairs (OCHA) "NAME" education cluster "E-MAIL".	TIE	TIE	TIE	
Education recovery Ayda Eke Child protection sub cluster coordinator "E-MAIL".	TIE	TIE	TIE	
Unaccompanied minors family reunification "NAME" gender-based violence subgroup E-MAIL ADDRESS.	TIE	TIE	TIE	
"NAME" early recovery cluster coordinator and Deputy Director UNDP Haiti "E-MAIL".	TIE	TIE	TIE	
Early recovery "NAME" cluster coordinator emergency "E-MAIL".	TIE	TIE	TIE	
Please copy to: "E-MAIL" shelter "NAME" Cluster Coordination, Logistics "E-MAIL" AND "PHONE".	RTA	RTA-R	RTA-R	
Logistics *UNICEF/DR* "NAME" social policy specialist UNICEF - Dominican Republic telephone: "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Child Protection *International Committee of the Red Cross (ICRC)* "WEBSITE"	TIE	TIE	TIE	
Family Reunification *Project Hope* "NAME" President Project Hope "PHONE".	TIE	TIE	TIE	
Medical Supplies, Storage Space in SD, Transport to Haiti, A Jean Cadet Restavek foundation.	TIE	TIE	TIE	
Hospital and landing zone available (Haiti).				
I'm "NAME", Executive director of the CRUDEM Foundation which governs Hospital Sacre Coeur in the town of Milot, Northern Haiti.	TIE	TIE	TIE	

We are approximately 70 miles from Port-Au-Prince and have not been affected by the earthquake.	TIE	TIE	TIE	
We are a full service hospital, fully staffed with over 20 Haitian doctors and 35 nurses.	TIE	TIE	TIE	
We have a medical trauma volunteer medical team and orthopedic team on-site at present from the U.S.	TIE	TIE	TIE	
And have more medical volunteers arriving on Wednesday.	TIE	TIE	TIE	
We have capacity for 100 patients immediately and probably 100 more in the coming days.	TIE/AT	TIE	TIE	AT
We have 2 O.Rs., adequate medicine, supplies, clean water and electricity.	TIE	TIE	TIE	
Local soccer field is now a safe landing ground for helicopters.	TIE	TIE	TIE	
Five flights have landed and taken off to date with 20 patients.	TIE	TIE	TIE	
Only one helicopter team of USCGC Tahoma have been working with us.	TIE	TIE	TIE	
There is no insecurity in the area,	TIE	TIE	TIE	
the locals are doing all they can to help.	TIE	TIE	TIE	
The surgeons are willing to work 24/7 so flights could arrive through the night also.	TKS	TIE	TIE	
We can use trucks with lights and have ambulances available to transport patients few hundred yards to hospital.	TIE	TIE	TIE	
We don't need to be contacted in advance, staff go with ambulance when they hear helicopters.	TIE	TIE	TIE	
Please find attached maps and radio frequencies.	TIE	TIE	TIE	
Please help to get severely injured patients to us immediately,	RTA-R	RTA-R	RTA-R	
we have the capacity to save them and are not being fully utilized.	TIE	TIE	TIE	
Contacts at the hospital: "NAME" (Ground Co-coordinator) Haiti cell is: "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
"NAME" (acting hospital CEO) cell: "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
CRUDEM President (in MA) "NAME" "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
If you need any more information sent immediately please just let me know.	RTA-R	RTA-R	RTA-R	
Best regards, "NAME" Executive Director, the Crudem Foundation Inc. "WEBSITE".	MISC	TIE	MISC	
200 patient surgical hospital: patients needed! Milot, Haiti.				
Hospital Sacre Coeur, Milot, Haiti only have received 112 patients to date, 5 Navy helo's with 14 patients only, the balance from U.S. Coast Guard Helo's.	TIE	TIE	TIE	
Only 10 patients received Jan 20!	TIE	TIE	TIE	
Need attention of JTF-H, or MEDEVAC Air Coordinator for urgent care.	TIE	TIE	TIE	
Haitian hospital contact remains "NAME" "PHONE" AND "E-MAIL" and international coordinator "NAME" "PHONE" AND "E-MAIL".	TIE	TIE	TIE	
Now have over 50 doctors including general, ortho and trama surgeons supported by 40+ nurses standing by to work 24/7.	TIE	TIE	TIE	
See previous HADR entry for hospital location and contact details.	RTA-D	TIE/ RTA-R	RTA-R	
Jan 26: hospital Sacre Coeur, Milot, Haiti has capacity for more surgery patients.				

Effective immediately Hospital Sacre Coeur has surgeons and 5 operating rooms standing by for patients.	TIE	TIE	TIE	
Total capacity 300 patients plus rehab.	TIE	TIE	TIE	
Operating helo pad at 19o36'42.78"N, 72o12'25.54W.	TIE	TIE	TIE	
Helo pad adjacent to hospital ambulances also available contact Dr. "NAME" U.S. cell "PHONE", "NAME", "E-MAIL" AND "PHONE".	TIE	TIE	TIE	
I spoke with Dr. "NAME" (POC at Hospital Sacre Coeur)	TIE	TIE	TIE	
and he told me that we did not receive any helicopters of patients yesterday.	TIE	TIE	TIE	
We don't know why.	TIE	TIE	TIE	
We do not have surgical backlog.	TIE	TIE	TIE	
His report is below;	TIE	TIE	TIE	
Here's our report for today 26 jan 10:	TIE	TIE	TIE	
There are 20 beds available and that will increase to 50 tomorrow 27 Jan10 when patients are discharged.	TKS	TIE	TKS	
We have 5 O.Rs. Available for immediate surgery.	TIE	TIE	TIE	
There are 5 general surgeons and 6 orthopedic surgeons available.	TIE	TIE	TIE	
We can handle as many as 6 patients per helicopter.	TIE	TIE	TIE	
We have in addition to the above 5 ER doctors, 2 pediatricians, 6 anesthesiologists, 4 crnas, 2 internists and 2 family physicians,	TKS	TIE	TIE	
we have 24 nurses to care for the patients in addition to our Haitian staff of 20 Physicians and 60 nurses.	TIE	TIE	TIE	
We are staffed like this for the next month.	TIE	TIE	TIE	
Could you help us get this message to the right people so that the helos will bring patients to us?	IIG	RTA-R	RTA-R	
Many thanks for your help, "NAME" Executive Director, Crudem Foundation Inc. "PHONE" and "WEBSITE".	MISC	TIE	MISC	
Register into the OCHA system?				
"NAME", Below are the contacts for OCHA Haiti.	TIE	TIE	TIE	
Website is: "WEBSITE" "NAME" "PHONE", "NAME" "PHONE", "NAME" "PHONE", "NAME" "PHONE", "NAME" "PHONE", "NAME" "PHONE".	TIE	TIE	TIE	
Re: register into the OCHA system?				
These are out of date.	TIE	TIE	TIE	
Use Website for contacts.	RTA-R	RTA-D	RTA-R	
Security situation in Haiti may be overblown.				
From InSTEDD CEO, "NAME" on the ground in Port-Au-Prince.	TIE	TIE	TIE	
2nd Piece is a transcript by Dr. "NAME", The Director of The Path Hospital.	TIE	TIE	TIE	
Friends, I've just returned from driving all over PaP.	TIE	TIE	TIE	
We stopped and talked.	TIE	TIE	TIE	

We were in the national Park, The Palace Grounds, up in Delmas and around the airport.	TIE	TIE	TIE	
The place is calm, sad, and massively under-resourced.	TIE	TIE	TIE	
That is no surprise.	MISC	TIE	MISC	
We're ramping up - but there is an important issue skewing the response a little.	TIE	PD	TIE/PD	
In more than two hours of assessment, I saw two SAR teams and one water truck.	TIE/PD	TIE	TIE	
I was in the hardest hit areas.	TIE	TIE	TIE	
No food aid visible.	TIE	TIE	TIE	
One water truck.	TIE	TIE	TIE	
The rumor is that security - A force protection requirement - is impeding aid delivery.	TKS	PD	TKS/PD	
If there are security concerns I'm not sure what is driving them.	TIE	TIE	TIE	
There are isolated incidents, but Port-Au-Prince is a city of more than 1.2 million.	TIE	TIE	TIE	
Delmas has more than 400,000.	TIE	TIE	TIE	
There is going to be crime, stupid people, angry people, but they're isolated.	TIE	TIE	TIE	
This is an impressively controlled crowd and they are trying to be well - behaved so that aid will flow.	TIE	TIE	TIE	
There are more than 20,000 in the palace park alone.	TIE	TIE	TIE	
They fully recognize the risk if they tolerate violence.	TIE	TIE	TIE	
My driver offered to wrap every medical working in 5 Haitians to make sure they'd feel safe.	TSOG	TIE	TSOG	
I saw untreated open fractures.	TIE	TIE	TIE	
Obvious head trauma.	TIE	TIE	TIE	
Obvious psych Trauma.	TIE	TIE	TIE	
Major Avulsions.	TIE	TIE	TIE	
No medical surveys evident on the street.	TIE	TIE	TIE	
Hospital clearly overloaded.	TIE	TIE	TIE	
I have photographs.	TIE	TIE	TIE	
Can we please ensure that we avoid looking like we're hiding from poor, weak, injured people who need help?	IIG/RTA-R	RTA-R	RTA-R	
The perceived security posture is getting quite a bit of play in the community and may not serve anyone well.	TIE/AT	TIE	TIE	
The transcript below is locally discussed.	TIE	TIE	TIE	
As it happens I know "NAME", CEO of Path, and he hires good people.	TKS	TIE	TIE	
I suspect the interview content is accurate.	TIE	TIE	TIE	
Dr. "NAME": This question of security and the rumors of security and the racism behind the idea of security has been our major block to getting aid in.	TIE/SM	TKS	TKS/SM	
The U.S. military has promised us for several days to bring in machinery, but they've been listening to this idea that things are insecure, and so we don't have supplies.	TKS	TKS	TKS	

I'm living here in the neighborhood with a friend.	TIE	TIE	TIE	
I'm staying with some of my Haitian doctor colleagues.	TIE	TIE	TIE	
We've been circulating on the roads to 1:00 AND 2:00 in the morning, moving patients, moving supplies, trying to get our work done.	TIE	TIE	TIE	
There is no security.	TIE	TIE	TIE	
The U.N. is not out.	TIE	TIE	TIE	
The U.S. is not out.	TIE	TIE	TIE	
The Haitian police are not able to be out.	TIE	TIE	TIE	
But there's also no insecurity.	TIE	TIE	TIE	
I don't know if you guys were out late last night, but you can hear a pin drop in this city.	TIE	TIE	TIE	
It's a peaceful place.	TIE	TIE	TIE	
There is no war.	TIE	TIE	TIE	
There is no crisis except the suffering that's ongoing.	TIE	TIE	TIE	
The concern for militarization, the concern for occupation is very real.	TKS	TIE	TIE	
There is capacity that we don't have that the military will help us with, and that is urgently needed, because we're losing patients minute to minute.	TKS	TKS	TKS	
But first that listeners need to understand is that there is no insecurity here.	TIE	TIE	TIE	
There has not been, and I expect there will not be.	TIE/AT	TIE	TIE	AT
"NAME", "NAME": MORE FROM Dr. "NAME": Let's go into the operating rooms to show you what we don't have.	TIE	TIE	TIE	
Beginning on Thursday, this has been our main operating capacity.	TIE	TIE	TIE	
There are four TABLES.	TIE	TIE	TIE	
We have good doctors.	TIE	TIE	TIE	
We have good nurses.	TIE	TIE	TIE	
and we have very few supplies.	TIE	TIE	TIE	
At this point, like I was saying, we have perhaps twelve hours of working materials to keep going.	TIE/AT	TIE	TIE	PD
In these operating rooms, we don't have oxygen, we don't have general anesthesia, we don't have narcotic pain medicines in enough quantity.	TIE/PD	TIE	TIE	PD
People are getting major surgery, amputations, bones reset, decompression fasciotomies for crush injuries to release the pressure in the muscle.	TIE	TIE	TIE	
Under anesthesia with a drug called Ketamine, that works great for the surgery, but when it stops, it stops.	TKS	TKS	TKS	
There's no pain control.	TIE	TIE	TIE	
We have been operating around the clock by daylight, when we have it.	TIE	TIE	TIE	
By flashlights, when we don't have it.	TIE	TIE	TIE	

We still do not have electricity in this building.	TIE	TIE	TIE	
Most of the injuries, about 80 percent of the injuries, are orthopedic injuries, and we do not have orthopedic supplies.	TIE	TIE	TIE	
We have literally gone to the hardware store and bought hacksaws to do amputations.	TIE	TIE	TIE	
And that's the best we can do right now.	TIE	TIE	TIE	
This is our triage and pre-op area.	TIE	TIE	TIE	
Again, we have over a thousand patients that are ready for surgery.	TIE/PD	TIE	TIE/PD	
We just lack the capacity to get it done.	TIE	TIE	TIE	
Let's walk down to the post-op ward.	TIE	TIE	TIE	
Come inside.	MISC	MISC	MISC	
This was the emergency room for the hospital.	TIE	TIE	TIE	
The operating suites are destroyed.	TIE	TIE	TIE	
This was the emergency room.	TIE	TIE	TIE	
Less than twenty-four hours ago, this was an empty building-no bed, no people, no staff, no nursing, no patients.	TIE	TIE	TIE	
Currently, this is our [inaudible] post-op care area.	TIE	TIE	TIE	
When we get the materials, this will be our ICU.	TIE/AT	TIE	TIE	
But please remember, less than twenty-four hours, there was nothing here.	TIE	TIE	TIE	
And we'll walk through.	MISC	TIE	MISC	
Much of the staffing has come from the Haitian diaspora, Haitian Americans who have come down to assist.	TIE	TIE	TIE	
They hit the ground running, and they've been working all night and ever since, with language capacity, with compassion and with dedication to work in these conditions.	TIE	TIE	TIE	
But let's look.	MISC	MISC	MISC	
This was an empty building less than twenty-four hours ago, and now we're working.	TIE	TIE	TIE	
Suggestion for military to consider: Would help a lot if military came across as focused primarily on humanitarian aid delivery, less on security.	TSOG	TIE	TSOG	
Community leaders "NAMES".				
We currently do not have specifics on who are the local leaders in Leogane, ETC.	TIE	TIE	TIE	
However, we are working on that as a longer term project.	TIE	TIE	TIE	
In the interim, I would have the person asking for the information to contact the 22nd MEU S-2 at: "E-MAIL"	RTA	RTA-R	RTA-R	
V/R IS2 "NAME"	MISC	MISC	MISC	
Community leaders "NAMES".				
Hi "NAME",	MISC	MISC	MISC	
Below is clergy contact information you might find helpful in and near the city of Leogane:	TIE	TIE	TIE	
Hospital St Croix "NAMES", missionary's telephone: "PHONE".	TIE	TIE	TIE	

Brothers and Sisters of St. Theresa Brother "NAME" telephone: "PHONE" Grid Coordinates: 18QYF 7346649785	TIE	TIE	TIE	
Brother "NAME" telephone: "PHONE" Grid Coordinates 18QYF 4941938374 e-mail: "E-MAIL".	TIE	TIE	TIE	
Brother "NAME" and brother "NAME" know the area very well and are well connected to all of the little villages in the surrounding area.	TKS	TIE	TIE	
"NAME", PHD Chaplain (COL) USA command chaplain NORAD and USNORTHCOM "PHONE", "E-MAIL" AND "WEBSITE."	TIE	TIE	TIE	
Wish to donate solar generator - requesting freight help.				
Hospital Sacre Coeur in Milot Haiti is very interested in you solar generator.	TIE	TIE	TIE	
We have helo pad and can transport unit to adjacent hospital.	TIE	TIE	TIE	
HSC is currently overflow for USNS Comfort.	TIE	TIE	TIE	
Please contact exec Dir "NAME" "E-MAIL" AND "PHONE".	TIE/RTA	TIE	RTA-R	
Jan 26: Hospital Sacre Coeur, Milot, Haiti has capacity for more surgery patients.				
"NAME", a possible solution may be here for your hospital.	TIE/AT	TIE	TIE	
JTF Haiti has established the Humanitarian Assistance Coordination Center (HACC):	TIE	TIE	TIE	
The purpose of the HACC is to coordinate all assistance w/OFDA and Minustah.	TIE	TKS	TIE	
Contact info is below: "E-MAIL".	TIE	TIE	TIE	
E-mail both.	RTA-R	RTA-R	RTA-R	
"PHONE".	TIE	TIE	TIE	
Thank you for your efforts on the ground.	MISC	TIE	TIE	
Recovery of Haitian bodies.				
We have a report of 15 bodies unrecovered.	TIE	TIE	TIE	
What is the POC for recovering Haitians nationals?	IIG	IIG	IIG	
"NAME" is only responsible for U.N. Diplomats and employees.	TIE	TIE	TIE	
Thanks.	MISC	MISC	MISC	
Recovery of Haitian bodies.				
"NAME", As a starting off point, try to University Hospital, "NAME" MD. cell: "PHONE".	TIE/TSOG	RTA-R	TIE	
You can also try the Hospital de l' universite d'Etat d'Haiti.	TSOG	RTA-R	TSOG	
V/R rfi manager	MISC	MISC	MISC	
Re: register into the ocha system?				
"WEBSITE" does not seem to have contacts for hospitals in Haiti and seems to provide maps only in PDG format.	TIE/PD	PD	TIE/PD	
We are collecting such info on "WEBSITE" and are in process of standing up a request management system for hospital needs assessment in SOUTHCOMS APAN system.	TIE/TSOG	TIE	TIE	
This will be migrated to "WEBSITE".	TIE	TIE	TIE	

Sahana and Kapab sites will publish in edxl-have which is the oasis standard designed for the exchange of exactly this type of information.	TKS	TKS	TKS	
Will also publish KML, GEORSS, XML, CSV, GPX, JSON, XLS.	TIE	TIE	TIE	
100 bed undamaged hospital currently available in Milot Haiti with helo pad.				
A good idea perhaps if at all possible is have someone take some GPS coordinates of the landing field and post it here.	TSOG	RTA-R	TSOG	
Re: 100 bed undamaged hospital currently available in Milot Haiti with helo pad.				
Google Earth thinks Hospital Sacre Coeur is here. 19° 36.568'n 72° 12.561'W.	TIE	TIE	TIE	
Re: 100 bed undamaged hospital currently available in Milot Haiti with helo pad.				
I believe that some flights are being directed here.	TIE	TIE	TIE	
What JTF-H need to know is your capabilities.	IIG	IIG	IIG	
Also, you could forward a clinic closer to the damage zone since many PAP residents are fleeing the city.	TSOG	TSOG	TSOG	
Request e-mail or phone numbers for Navy to coordinate medevac's.				
Urgently request e-mail or phone numbers for USNS Comfort, USS Boxer, USS Bataan, Carrier Group One and the Expeditionary Warfare Commander on scene Haiti.	IIG	RTA-R	IIG	
Also any contact point for JTF-H and the American Embassy in Port-Au-Prince.	IIG	RTA-R	IIG	
Information needed to coordinate MEDEVACS to underutilized Hospital Sacre Coeur, Milot northern Haiti!	TKS	RTA-R	IIG	
Transport of medical supplies to hospitals.				
To the APAN Community at large my name is "NAME", I am working with "NAMES" of Crudem to move some of the heavy and bulky cargo	TIE	TIE	TIE	
and supplies urgently needed at the Hospital Sacre Coeur in Milot.	TIE	TIE	TIE	
As you know, we are rapidly exceeding our "Dinkirk" style air bridges ability to sustain our consumables and staff at the current very high levels of activity.	TIE	TIE		
This level will indeed continue for the foreseeable future.	TIE/AT	TIE	TIE	
We are in desperate need of support flights into CAP-Haitian (CAP) from CONUS.	TIE	TIE	TIE	
The field at CAP is 4900' long asphalt that I am told is stressed to 100,000 pounds,	TKS	TKS	TKS	
I think from what my Air Force/Navy sources tell it should be suitable for C-130/C-2 Operations.	TIE	TIE	TIE	
The use of CAP will avoid the logjam at PAP and is an effective innovation in putting the supplies and aid where they are needed.	TSOG	AT	TIE/AT	
Any help or guidance you can offer is greatly appreciated in our effort to gain some logical support.	TIE	TIE/ RTA-R	TIE	
We have the capability to transport from the field to our hospital.	TIE	TIE	TIE	
V/R "NAME" "PHONE".	MISC	TIE	MISC	
Jan 26: Hospital sacre coeur, milot, haiti has capacity for more surgery patients.				

"NAME", can you please contact me at E-MAIL ADDRESS or PHONE NUMBER?	IIG	TIE/ RTA-R	RTA-R	
Thanks, "NAME" RRC	MISC	MISC	MISC	
Jan 26: Hospital sacre coeur, milot, haiti has capacity for more surgery patients.				
"NAME", thanks for the updated information.	TIE	TIE	TIE	
If the hospital status changes, more/less beds available, please advise via this post.	RTA-R	RTA-D	RTA-D	
I will pass this information on to other government agencies.	TIE	TIE	TIE	
rfi manger Southcom	MISC	MISC	MISC	
Jan 26: Hospital sacre coeur, milot, haiti has capacity for more surgery patients.				
"NAME" - One other thing, to expedite your call ask for extention number.	TIE/AT	TIE	TIE	
Re: Partners in health transport assistance for water and tents.				
I am a licensed clinical counselor working in Milot at Sacre Coeur Hospital.	TIE	TIE	TIE	
We have a situation here and are in need of help.	TIE/PD	TIE	TIE/PD	
I saw your post and thought perhaps partners may know of someone who can assist us.	IIG	TIE	IIG	
The problem we are facing (among many others) is with discharge.	TIE	TIE	TIE/PD	
We are ready to let people go, but so many have no home to return to.	TIE	TIE	TIE	
I am trying desperately to connect with ngos in PAP and partner with them in getting help for the patients who are leaving here.	TIE	TIE	TIE	
These are patients are in most need of help as they have missed out on the aid distribution in PAP since the quake.	TKS	TIE	TIE	
Many were buried for days (some for over a week), many have amputations.	TIE	TIE	TIE	
I don't know if you can help at all or if you have contacts where you can inquire about the availability in PAP for helping discharged patients find somewhere to sleep/eat, etc.?	IIG	IIG	IIG	
We would like to provide the patients with a contact place/name/phone number for when they arrive in the city.	TSOG	TIE	TIE	
The task before me is a bit overwhelming, and I appreciate any leads whatsoever.	TIE	TIE	TIE	
Thanks, "NAME", LCPC	MISC	MISC	MISC	
Wish to donate solar generator - requesting freight help.				
Reposted Questions and answers: SUNRNR of Virginia wishes to donate one of our portable solar generators for use in Haiti relief efforts.	TIE	TIE	TIE	
We can provide palletted 270 lbs. unit and solar panel from either Virginia or Los Angeles area,	TIE	TIE	TIE	
but have been unable to find a way to get in to Haiti.	TIE/PD	PD	TIE/PD	
Any information or offers would be appreciated.	RTA-R	TIE	TIE	
More info on units at "WEBSITE."	TIE	TIE	TIE	
Would be very useful there where there is no power, little gas, and lots of sun.	TSOG	TIE	TIE	
Thank you, "NAME"	MISC	MISC	MISC	

jan 26:hospital sacre coeur, milot, haiti has capacity for more surgery patients				
"NAME" - One other thing, to expedite your call ask for extention 8803.	TIE/AT	RTA-R	TIE	
jan 26:hospital sacre coeur, milot, haiti has capacity for more surgery patients				
"NAME", can you please contact me at "E-MAIL"" or "PHONE"	RTA-R	RTA-R	RTA-R	
Thanks, "NAME"	MISC	MISC	MISC	
jan 26:hospital sacre coeur, milot, haiti has capacity for more surgery patients				
"NAME", Thanks for the updated information.	MISC	TIE	TIE	
If the hospital status changes, more/less beds available, please advise via this post.	RTA-R	TIE	RTA-R	
I will pass this information on to other government agencies.	TIE	TIE	TIE	
Rfi manager Southcom.	MISC	MISC	MISC	
community leaders leogane/jacmel				
Hi "NAME", below is clergy contact information you might find helpful in and near the city of Leogane: Hospital St Croiz "NAME" telephone: "PHONE #", Brothers and Sisters of St. Theresa BROTHER "NAME" telephone: "PHONE #" Grid Coordinates: 18QYF 7346649785 BROTHER "NAME" telephone: "PHONE #" Grid Coordinates 18QYF 4941938374 E-MAIL: "E-MAIL ADDRESS" brother "NAME" and brother "NAME" know the area very well and are well connected to all of the little villages in the surrounding area.	TIE	TIE	TIE	
jan 26:hospital sacre coeur, milot, haiti has capacity for more surgery patients				
Effective Immediately Hospital Sacre Coeur has surgeons and 5 operating rooms standing by for patients.	TIE	TIE	TIE	
Total capacity 300 patients plus rehab.	TIE	TIE	TIE	
Operating helo pad at 19o36'42.78"N, 72o12'25.54W, helo pad adjacent to hospital ambulances also available contact "NAME", "PHONE NUMBER", "E-MAIL ADDRESS".	TIE	TIE	TIE	
I spoke with Dr. "NAME" (POC at Hospital Sacre Coeur) and he told me that we did not receive any helicopters of patients yesterday.	TIE	TIE	TIE	
We don't know why.	TIE	TIE	TIE	
We do not have surgical backlog.	TIE	TIE	TIE	
His report is below; "here's our report for today 26 jan 10: there are 20 beds available and that will increase to 50 tomorrow 27 Jan10 when patients are discharged.	TIE	TIE	TIE	
We have 5 OR's available for immediate surgery.	TIE	TIE	TIE	
There are 5 general surgeons and 6 orthopedic surgeons available.	TIE	TIE	TIE	
We can handle as many as 6 patients per helicopter.	TIE	TIE	TIE	
We have in addition to the above 5 ER doctors, 2 pediatricians, 6 anesthesiologists, 4 crnas, 2 internists and 2 family physicians.	TKS	TIE	TIE	
We have 24 nurses to care for the patients in addition to our Haitian staff of 20 physicians and 60 nurses.	TKS	TIE	TIE	
We are staffed like this for the next month.	TIE	TIE	TIE	

Could you help us get this message to the right people so that the helo's will bring patients to us.	IIG	RTA-R	RTA-R	
Many thanks for your help, "NAME" Executive Director, Crudem Foundations Inc "PHONE" "E-MAIL".	MISC	TIE	MISC	
register into the ocha system?				
What is the best way for a hospital to get registered into the U.N. OCHA system for Haiti?	IIG	IIG	IIG	
THANKS	MISC	MISC	MISC	
register into the ocha system?				
"NAME", below are the contacts for Ocha Haiti "WEBSITES" "PHONE NUMBERS"	TIE	TIE	TIE	
community leaders leogane/jacmel				
"NAME", I am "NAME", currently at SOUTHCOM.	TIE	TIE	TIE	
We don't have too much on community leaders in Leogane and Jacmel, but this is what we do have: For Jacmel.	TIE	TIE	TIE	
A press report indicated that the Minister of Haitians Living abroad, "NAME", was being sent to Jacmel to coordinate relief activities.	TIE	TIE	TIE	
For Leogane, the 22 MEU identified and met with "NAME".	TIE	TIE	TIE	
Which brings up the point that "NAME" brought up below.	TIE	TIE	TIE	
The 22 MEU currently has the best visibility on local leadership, both government and community.	TIE	TIE	TIE	
Let me know if additional POCs are required.	RTA-R	RTA-R	RTA-R	
Lastly, from today's OCHA sitrep, they simply stated that OCHA teams would be travelling to Jacmel to support relief efforts.	TIE	TIE	TIE	
No time of arrival or names identified.	TIE	TIE	TIE	
Will continue to monitor and post information on this issue, "NAME"	TIE	TIE	TIE	
re: register into the ocha system?				
These are out of date use "WEBSITE" for contacts	TIE	TIE	TIE	
"NAME", below are the contacts for OCHA Haiti.	TIE	TIE	TIE	
"WEBSITE" "PHONE"	TIE	TIE	TIE	
re: register into the ocha system?				
"WEBSITE" does not seem to have contacts for hospitals in Haiti and seems to provide maps only in PDF format.	TIE	TIE	TIE	
We are collecting such info on "WEBSITE" and are in process of standing up a request management system for hospital needs assessment in SOUTHCOMS APAN System.	TIE/TSOG	TIE	TIE	
This will be migrated to "WEBSITE"	TKS	TIE	TIE	
Sahana and Kapab sites will publish in EDXL have which is the oasis standard designed for the exchange of exactly this type of information.	TKS	TKS	TKS	
Will also publish KML, GEORSS, XML, CSV, GPX, JSON, XLS.	TIE	TIE	TIE	
gps coordinates of hospitals/health facilities in Haiti				

"NAME", I've spent the past few days trying to get an accurate database of hospitals and field units in Haiti.	TIE	TIE	TIE	
I have an excel spreadsheet I can e-mail you if interested.	TIE	TIE	TIE	
Main sources are from PAHO, OFDA, Open Street Map, Sahana, and Minustah.	TIE	TIE	TIE	
I've attempted to verify most by satellite.	TIE	TIE	TIE	
Hospital names are based on Paho reports if available.	TIE	TIE	TIE	
If anyone else would like a copy of the spreadsheet or the shape file of the Dataset, Please contact me at "E-MAIL", "NAME" Pacific Disaster Center.	TIE/RTA-R	TIE/RTA-R	RTA-R	
gps coordinates of hospitals/health facilities in Haiti				
"NAME", What don't you just post the .xls up in the APAN Haiti site?	TSOG	IIG	RTA-R	
gps coordinates of hospitals/health facilities in Haiti				
Spreadsheet was posted under the Document Library called "Haiti Hospitals (INCLUDING FIELD)".	TIE	TIE	TIE	
If you notice any corrections, please pass those back to me.	RTA-R	RTA-R	RTA-R	
gps coordinates of hospitals/health facilities in Haiti				
Hello, I am looking for GPS coordinates of following hospitals/health centers in Haiti: Hospital Canadian, Hospital MedShare, King's Hospital, Hospital Belge de Léogane (Belge), Center de Santé de Caberat, Centre de Santé de L'Arcahaie, Centre de Santé de Grand Goave, Center de Santé de Pernier, Double Harvest, Humanity First and Japanese BHC Unit (Canapé Vert) some of them are obviously temporary units.	IIG	IIG	IIG	
If not an accurate coordinates, an address or similar would help,	TSOG	TSOG	TSOG	
and I will dispatch a unit to get coordinates.	TIE	TIE	TIE	
Thanks "NAME"	MISC	MISC	MISC	
gps coordinates of hospitals/health facilities in Haiti				
"NAME", I will push your question to the SOUTHCOM mapping folks.	TIE	TIE	TIE	
Stand by.	TIE	TIE	TIE	
NAME	MISC	MISC	MISC	
gps coordinates of hospitals/health facilities in Haiti				
The locations in the pdc spreadsheet have been vetted and verified through open source methods, NGO input, and open street map contributors.	TKS	TKS	TKS	
We consider this tool more accurate than the initial pdc data.	TIE	TIE	TIE	
In most cases the errors were minor, and the difference between address-based coordinates (LAT/LON OF THE "FRONT DOOR") versus overhead imagery (LAT/LONG centered on the center of the structure's roof).	TKS	TKS	TKS	
Link below is to the final graphic version "WEBSITE".	TIE	TIE	TIE	
gps coordinates of hospitals/health facilities in haiti				
Thanks for the XL file.	MISC	MISC	MISC	

It contains about half of the points I was looking for.	TIE	TIE	TIE	
OCHA released internally a 900 points xls files of hospitals/health centers/field and makeshift hospitals.	TIE	TIE	TIE	
I'm trying to get clearance from them to post it here.	TIE	TIE	TIE	
"NAME" any feedback from SOUTHCOM?	IIG	IIG	IIG	
Thanks	MISC	MISC	MISC	
transport of medical supplies to hospitals				
"NAME", have you contacted USAID?	IIG	IIG	IIG	
They are the lead U.S. agency responsible for all Haiti relief efforts: "WEBSITE".	TIE	TIE	TIE	
Please let me know if I can be of further assistance.	RTA-R	RTA-R	RTA-R	
recovery of Haitian bodies				
"NAME", As a starting point, try the University Hospital, "NAME" "PHONE NUMBER".	TIE/RTA-D	TIE/ RTA-R	TIE	
You can also try the University Hospital in Haiti.	TIE/TSOG	TIE	TSOG	
V/R "NAME"	MISC	MISC	MISC	
project kid children's services sitrep #5				
Project Kid is still seeking updates from groups providing children's services for compilation in this SITREP.	TIE	TIE	TIE	
Please forward relevant items to "NAME."	RTA-R	RTA-R	RTA-R	
Thanks! "NAME"	MISC	MISC	MISC	
Project Kid Co-Founder "NAME" spent Friday, 29 January at the un log base in Port-Au-Prince	TIE	TIE	TIE	
and attended U.N cluster meetings on shelter and Non-food Items, Information Sharing, Child Protection.	TIE	TIE	TIE	
Needs for all supplies and services for children remain extremely high and urgent.	TIE	TIE	TIE	
On Saturday, 30 January, "NAME" returned to Santo Domingo to coordinate with missionaries "NAME" and "NAME"	TIE	TIE	TIE	
and establish other relationships needed there to receive our play care supplies and help move them to target destinations in Haiti.	TIE	TIE	TIE	
Project KID, in partnership with the GRCMA early childhood directions and The Children's Forum , is launching a *PLAYCARE FOR HAITI 25 IN 25* campaign to have 25 play care kits ready to ship to Haiti in 25 days!	TIE	TIE	TIE	
We are working with a variety of community, church, and other groups to help us accomplish this goal.	TIE	TIE	TIE	
Project KID in partnership with the Just Me Project, is seeking to collect at least 500 amputee dolls for distribution to pediatric amputee patients in Haiti.	TIE	TIE	TIE	
Soft toys or cuddle pieces are reassuring to kids of all ages but especially in times of trauma, dislocation or illness.	TKS	TIE	TKS	
The just me project features henry, the three-legged cat, "who has the body of a kitten, but the heart of a lion."	TIE	TIE	TIE	
Henry's story has helped hundreds of amputees and their families grapple with the emotional and physical challenges of amputation.	TIE	TKS	TKS	

Amputee toys have helped kids who have been through an amputation feel normal and valued.	TKS	TKS	TKS	
The comforting pet or doll is "like them."	TIE/SM	TIE	TIE	
This makes it easier for the child and everyone around the child to talk about overcoming the challenges. "WEBSITE"	TIE	TKS	TKS	
The global institute for disruptive events (GIDE) is supporting epidemic situational awareness (operational bio surveillance) for the Haiti response theater.	TIE	TIE	TIE	
They have posted reports of increasing pediatric illnesses:	TIE	TIE	TIE	
More reports of diarrheal illness increase	TIE	TIE	TIE	
New Carrefour Hospital reporting increasing incidences of diarrhea,	TIE	TIE	TIE	
clinic near the pap airport reporting 30 women deep, most holding babies sick with fever, diarrhea and rashes from living on the street,	TIE	TIE	TIE	
PAP has overwhelmed medical clinics that are seeing their first cases of children's dysentery, parasites and diarrhea and Malaria Incidence Escalating.	TIE	TIE	TIE	
The hospital administrator for Bernard Mevs Hospital located near the Port-au-Prince airport has reported an escalating number of pediatric Malaria cases requiring treatment.	TIE/PD	TIE	TIE/PD	
The hospital official noted a limited supply of anti-malarial pharmaceuticals available.	TKS	PD	TIE/PD	
The following prophylaxis treatments remain effective against Plasmodium falciparum in Haiti:	TKS	TKS	TKS	
ATOVAQUONE/ PROGUANIL, CHLOROQUINE, DOXYCYCLINE AND MEFLOQUINE.	TIE	TIE	TIE	
Information can be followed at the Haiti operational biosurveillance "WEBSITE".	TIE	TIE	TIE	
From OCHA: The Haiti emergency is also a high-risk environment for sexual exploitation and abuse.	TIE/PD	TIE	TIE/PD	
During an emergency, local populations become more dependent on others for their survival and thus more vulnerable to sexual exploitation and abuse.	TKS	TKS	TKS	
OCHA is taking steps to improve protection measures for these vulnerable populations, including children, seniors, and the disabled.	TIE	TIE	TIE	
Field responders and organizations please send us your contact data and coordinates!!	RTA-R	RTA-R	RTA-R	
Links to needed info clearinghouses are welcome!!	TIE	TIE	TIE	
In Haiti?	IIG	IIG	IIG	
Text "NUMBER" on Digicel with your location and need.	TIE	TIE	TIE	
Report emergencies and missing person and include as much location information as possible	RTA-R/D	TIE	TIE	
Emergency and respite care contact "NAMES" "PHONE"	TIE	TIE	TIE	
recovery of Haitian bodies				
We have a report of 15 bodies unrecovered.	TIE	TIE	TIE	
What is the POC for recovering Haitian Nationals?	IIG	IIG	IIG	
"NAME" is only responsible for U.N. Diplomats and employees.	TIE	TIE	TIE	

Thanks	MISC	MISC	MISC	
partners in health transport assistance for water and tents				
I am the volunteer liaison for Partners in Health.	TIE	TIE	TIE	
We have large quantity of water and tents in MIA seeking transport in to PAP or surrounding areas.	TIE	TIE	TIE	
MSC or airlift support needed asap.	TIE	TIE	TIE	
Please advise. "NAME"	RTA-R	RTA-R	RTA-R	
partners in health transport assistance for water and tents				
USTRANSCOM offers air and sea lift instructions for NGOs conducting Humanitarian Relief.	TIE	TIE	TIE	
The U.S. transportation command posted instructions today on its Web site offering instructions to non-governmental (NGO) or Non-Profit organizations seeking air and sea lift for humanitarian supplies and relief personnel.	TIE	TIE	TIE	
"How Do I Get Lift?" is an interactive presentation which steers customers through the process of acquiring qualifying military-provided transportation for cargo or people.	TIE	TIE	TIE	
Following the recent crisis in Haiti, numerous NGOs and non-profits requested an simple way to navigate through complex U.S. military rules regulating the movement of cargo and passengers.	TIE	TIE	TIE	
"This presentation meets a need in the national humanitarian relief community," said "NAME" USTRANSCOM'S Joint Interagency Communication Group."	TIE	TIE	TIE	
It will help NGO's more easily and quickly identify qualifying opportunities to move relief supplies and personnel into places like Haiti.	TIE	TIE	TIE	
The presentation is located on the USTRANSCOM web site at "WEBSITE".	TIE	TIE	TIE	
It is a resource guide which allows customers to investigate either air or space transportation options.	TKS	TIE	TKS	
Surface transportation includes ship, train and truck.	TIE	TIE	TIE	
Sometimes a combination of air and surface are most appropriate.	TIE	TIE	TIE	
Clear guidelines, including telephone and e-mail contact information for military transportation experts, streamline the process for NGO's seeking to move goods or personnel.	TIE	TIE	TIE	
USTRANSCOM orchestrates transportation solutions for military and nonmilitary customers through its three components:	TIE	TIE	TIE	
The army's military Surface Deployment, Distribution Command and Air Force's Air Mobility Command, both co-located with USTRANSCOM and the navy's military sealift command, headquartered in D.C.	TIE	TIE	TIE	
USTRANSCOM provides transportation for U.S. government relief efforts throughout the world.	TIE	TIE	TIE	
The command is committed to establishing and sustaining the flow of humanitarian relief to the government of Haiti through Operation Unified Response.	TIE	TIE	TIE	
re: project kid children's services sitrep #5				

"NAME", I had discussed with "NAME" her bringing down some of the play care kits you have and setting them up at the pre-designated sites I had identified.	TIE	TIE	TIE	
Those sites are ready and waiting.	TIE	TIE	TIE	
please advise when "NAME" will return to PAP from the DR	RTA-R	RTA-R	RTA-R	
and if and when she will be able to provide the kits.	IIG	IIG	IIG	
We have three sites that we have pre- screened for her.	TIE	TIE	TIE	
medical equipment flight needed				
NGO asking us for help.	TIE	TIE	TIE	
Need to get a piece of spinal surgical equipment from Charleston, S.C. to Miami ASAP for flight to PAP for surgery.	TIE/PD	TIE	TIE	
Equipment not big, can go on smaller plane.	TIE	TIE	TIE	
Alternative ideas welcomed.	TIE	TIE	TIE	
"NAME"	MISC	MISC	MISC	
re: medical equipment flight needed				
Here are specs needed badly at PAP hospital for spinal surgeries (C-Arm is the priority) :	TKS	TKS	TKS	
C-ARM: 700LBS, 72 INCHES HIGH, 72 INCHES LONG, 36 INCHES WIDE work station: 300lbs, 72 inches high, 30 inches long, 36 inches wide OR Table: 700Lbs, 27 Inches High, 72 Inches long, 32 Inches.	TIE	TIE	TIE	
Medical equipment flight needed,	TIE	TIE	TIE	
SOUTHCOM will see if we can assist with this request.	TIE	TIE	TIE	
Please send weight of equipment and any special requirements, also can equipment fit on one pallet.	RTA-R/IIG	RTA-R/IIG	RTA-R/IIG	
Please respond via "E-MAIL" with your additional information.	RTA-R	RTA-R	RTA-R	
If we are able to assist we will contact you by your e-mail that you send to the address provided above.	TSOG	TIE	TIE	
medical equipment flight needed				
"NAME", SOUTCHOM might be able to get your equipment to Haiti from Miami.	TIE	TIE	TIE	
It would need to be in Miami by 9am on 6 Feb though.	TIE	RTA-D	TIE	
We would also need the size and dimensions of the equipment.	TIE	IIG	TIE	
re: medical equipment flight needed				
CDR, Thank you for staying on top of this issue.	TIE	TIE	TIE	
We have the spinal surgical equipment in Charleston.	TIE	TIE	TIE	
It is needed for a surgery in PAP.	TIE	TIE	TIE	
We had hoped the Charleston PAP military lift tomorrow would have been available for this surgery.	TIE	TIE	TIE	
We are exploring every private option including driving to MIA for lift from there.	TIE/TSOG	TIE	TIE	
We are trying to get this equipment in for a planned surgery.	TIE	TIE	TIE	
Thank you for all you are doing.	MISC	MISC	MISC	

Best "NAME" "E-MAIL".	MISC	MISC	MISC	
"NAME", Update status of final closure/disposition of this issue here in APAN so the overall community can see whether this issue is closed out. "NAME"	RTA-R	RTA-R	RTA-R	
medical equipment flight needed				
"NAME", I am the current night watch officer for the interagency, J9 Directorate.	TIE	TIE	TIE	
First thing, if you are in Charleston, stay there.	RTA-D	RTA-D	RTA-D	
That is the best place to get your medical equipment to PAP, not Miami.	TIE	TIE	TIE	
We need to get you on to Charleston AFB to the cargo terminal.	TIE	TIE	TIE	
Keep these numbers handy so that you can talk with the load planners at Charleston: "PHONE NUMBERS".	RTA-D/TIE	TIE	TIE	
Attached is a document the load planners will need.	TIE	TIE	TIE	
You will only need to fill the yellow highlighted portions (I wrote a brief description in each box for clarification purposes,	TIE	TIE	TIE	
please remove this information before you submit your requirements).	RTA-D	RTA-D	RTA-D	
The watch officer phone number here at SOUTHCOM is listed below.	TIE	TIE	TIE	
Please feel free to call if any problems arise.	RTA-R	RTA-R	RTA-R	
Hopefully by working together on this issue we can get your equipment to PAP ASAP.	TIE	TIE	TIE	
I hope this helps.	MISC	MISC	MISC	
shelter material/ tents request				
I am the logistics coordinator for Double Harvest located at Croix Des Bouquets.	TIE	TIE	TIE	
Double Harvest is a 200 acre compound with a fully operational clinic/hospital outside of pap(due east).	TIE	TIE	TIE	
GPS coordinates - 18 degrees 32' 47.17" North, 72 degrees 11' 36.22" West.	TIE	TIE	TIE	
Currently have approximately 1000 Haitians camped around them.	TIE	TIE	TIE	
The NGO is in need of shelter material and tents.	TIE	TIE	TIE	
I know that USAID is pushing the shelter material but if tents are all they can get it will not be wasted. "NAME" "E-MAIL"	TIE/AT	TIE	TIE	
shelter material/ tents request				
"NAME", See note on Shelter box here: "WEBSITE"	TIE	RTA-R	RTA-R	
re: partners in health transport assistance for water and tents				
I am a licensed clinical counselor working in Milot at Sacre Coeur Hospital.	TIE	TIE	TIE	
We have a situation here and are in need of help.	TIE/PD	TIE	TIE/PD	
I saw you post and thought perhaps partners may know of someone who can assist us.	IIG	TIE	IIG	
The problem we are facing (among many others) is with discharge.	TIE	PD	TIE/PD	
We are ready to let people go, but so many have no home to return to.	TIE	TIE	TIE	

I am trying desperately to connect with NGO's in PAP and partner with them in getting help for the patients who are leaving here.	TIE	TIE	TIE	
These are patients are in most need of help as they have missed out on the aid distribution in PAP since the quake.	TKS	TIE	TIE	
Many were buried for days (some for over a week), many have amputations.	TIE	TIE	TIE	
I don't know if you can help at all or if you have contacts where you can inquire about the availability in PAP for helping discharged patients find somewhere to sleep/eat, etc.?	IIG	IIG	IIG	
We would like to provide the patients with a contact place/name/phone number for when they arrive in the CITY.	TSOG	TIE	TIE	
The task before me is a bit overwhelming and I appreciate any leads whatsoever.	TIE	TIE	TIE	
Thanks, "NAME"	MISC	MISC	MISC	

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APPENDIX B. ORGANIZATIONS INVOLVED IN HAITI HA/DR OPERATION

Military Organizations	Government Organizations	Non-Government Organizations	Commercial Organizations
U.S. Southern Command	U.S. Department of State	Pacific Disaster Center	World Cares Center
U.S. Pacific Command	U.S. Agency for International Development (USAID)	Global Institute For Disruptive Events (GIDE)	Logistics Partners In Health
U.S. European Command	U.N. Stabilization Mission in Haiti (MINUSTAH)	United Research Services Corp	Telecommunications Rapid Response Consulting
U.S. Transportation Command	Community Emergency Response Teams (CERTS)	Innovative Support to Emergencies Disease and Disasters (InSTEDD)	CTO SkyVision Global Networks
U.S Air Force		Project K.I.D. Inc.	Saha Software Foundation
U.S. Army		Hillside Church	Barbary Services LLC
National Geospatial-Intelligence Agency		Integrated Regional Information Networks (IRIN)	Business Development Ericsson Federal Inc.
		The Scarlet Project	The Millennium Group
		American Public Transportation Foundation (APTF)	
		Allied Command Transformation Civil Military Fusion Centre (ACTCFC)	
		Caribbean Missions	

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