



PATHFINDERS'  
HAITIAN EARTHQUAKE RESPONSE  
After Action Report

The Eagles Wings Foundation, Inc. (EWF), a faith-based, 501(c)(3), not-for-profit, public foundation developed the Pathfinders . EWF was established to receive donations and aid disaster victims. The board of directors includes members from the Christian, Jewish, and Islamic faiths. To contact EWF, call at (561) 689-6283 or visit our website at [www.theeagleswingsfoundation.org](http://www.theeagleswingsfoundation.org)

**Pathfinders  
at the Palace  
with 70+ tons  
of food**



## **EXECUTIVE SUMMARY**

On January 14th, 2010 (D+2), in response to the massive earthquake in Haiti, a four-person, Pathfinders Liaison Team responded to Haiti from Florida, making connections with the Haitian Government, the United Nations, and the US Embassy. This team established a program which involved hiring Haitian resources to deliver and distribute food to the Haitian Internally Displaced Population (IDP). After establishing a tasking request from the World Food Programme, four more Pathfinders volunteers deployed, ramping up the Liaison Team (Type V) to an Advanced “A” Team (Type IV).

Ultimately, in just eight days, this Pathfinders’ team handed out 2,429,200 meal rations in eight locations spread across Port au Prince. The survivors served, per World Food Programme daily taskings to Pathfinders, ranged from 12,500 up to 19,000 persons. The eight-person team rapidly secured twenty (20) two ton trucks and then coordinated, trained, and managed a logistics team composed of 300+ Haitian survivors, with a focus on Mass Feeding distribution operations. These missions were conducted under the direction of the World Food Programme, with the assistance of the United Nations security teams (and a host of other personnel and small NGO’s.)

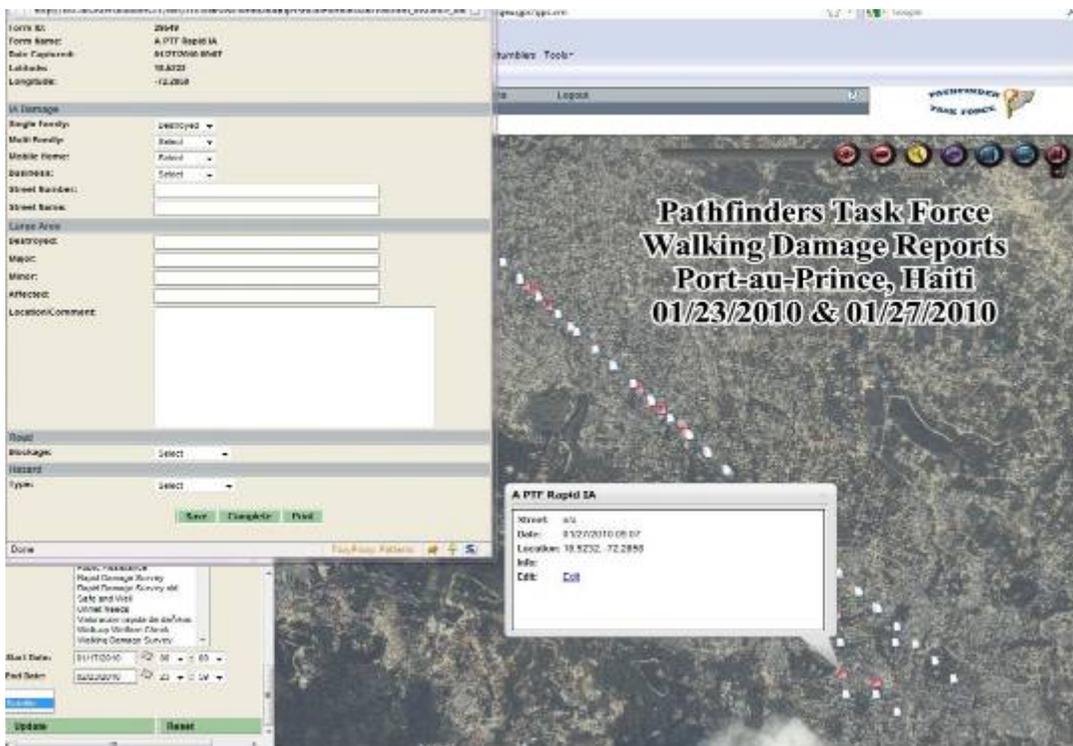
With a focus on continual improvement, Pathfinders’ Command conducted “hot wash” debriefings after each operation, developing Corrective Action Plans. From these “Lessons Learned” by distributing 483 tons of food during the initial eight-day World Food Programme Surge, our distributions evolved from being “overrun” on the first mission to a highly successful, last distribution to 12,500+ Haitians, accomplished in 40 minutes without incident.

The first Op cycle was January 14 - 29, 2010. Days after our return to Florida, the Haitian government sent an urgent written request for Pathfinders to return. Pathfinders responded with a Type V, Liaison Team, re-deploying from February 11 – 26, 2010.

In addition to addressing a host of unmet needs, during this mission, Pathfinders executed one of our most significant capabilities – the deployment of our GPS-enabled, cell phone-based, Rapid Situational Assessment solution. One Pathfinder crew converted our mobile software to have Creole-language questions based on the Florida’s Division of Emergency Management’s form as used by Pathfinders in earlier US based, declared disasters. With four Haitians - trained in less than 30 minutes - more than 3,200 damage assessments were completed. These Rapid Assessments were then automatically plotted on a Geographical Information System (GIS) map, with Excel sortable lists by damage category, giving a real world picture of the damage.

Because our system does not depend on the availability of any cell towers or network connectivity, Pathfinders was able to accomplish this throughout Port au Prince – with no connectivity at all, ever. The Pathfinders Rapid Situational Assessment System is based on inexpensive, military spec., rugged, phones, designed to work with no cell towers or Internet. Each rapidly executed entry includes geocode plus time/date stamps. The Rapid Situational Assessment System was initially proven in numerous US based exercises, as well as in the immediate aftermath of Hurricane Ike plus two Declared Disasters in Florida. The use in Haiti proved the system will work anywhere in the world, in any language using alpha characters.

*The Eagles Wings Foundation, Inc. (EWF), is a faith-based, 501(c)(3), not-for-profit, public foundation, established to receive donations to aid disaster victims. The board of directors includes members from the Christian, Jewish, and Islamic faiths. The Eagles Wings Foundation sponsors the Pathfinders as a “rapid response team.” (The Pathfinders name originated from the US Army Ranger Pathfinders’ volunteer battalion involved in D-Day.)*



Sample screen shot from the PTF software



## Pathfinders’ HAITIAN EARTHQUAKE RESPONSE AFTER ACTION REPORT

Pathfinders is a Typed Response Team, partnered with Volunteer Florida as ESF 15, and listed as a Mass Care, ESF 6 team under the Florida Division of Emergency Management.<sup>1</sup> Pathfinders’ Volunteer Management Team is composed of credentialed, background checked, and insured responders focused on rapidly organizing, registering, and training local survivors to help seek out and resolve the unmet needs of the homebound, vulnerable populations. Pathfinders is sponsored by The Eagles Wings Foundation, Inc.

The Pathfinders’ Liaison Team (Type V) initially was requested by the Chief of Police of Port au Prince (PAP) via a Pathfinders’ member (which was confirmed by Pathfinders’ Command), following the catastrophic earthquake which hit Haiti on January 12, 2010. On January 14, 2010, via Santo Domingo, the Pathfinders’ Liaison Team mobilized into Haiti.

- While in Santo Domingo, Pathfinders established contact with JMAC personnel from the US Embassy in Haiti and also debriefed Lynn University evacuees.
- Upon arrival in Port au Prince on January 15<sup>th</sup>, Pathfinders first engaged in Briefings and Recon (including involvement in a major civil unrest scene with gunshots fired.)
- On January 18, 2010 Pathfinders met with President Preval and Prime Minister Bellerive, as well as the US Ambassador Merten and his Special Envoy Lucke. Pathfinders also had meetings with World Food Programme leaders.
- The full Pathfinders Advanced Team (Type IV) mobilized into Haiti following the tasking request of Benoit Thiry, Deputy Country Director of World Food Programme, with a Pathfinders Support Team remotely positioned in Florida. Mass Care Feeding Operations began on January 21, 2010.
- The World Food Programme confirmed in writing that the Pathfinders’ Advanced “A” Team had distributed 2,302,000 meal rations during the period of January 21 - January 29, 2010.

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<sup>1</sup> Pathfinders has three Typed teams: Type V: Liaison Team (3 - 4 person); Type IV: Advanced “A” Team (7 – 9 person); Type III: Volunteer Management Team (13 – 15 people.)

- The first Mission was suspended on January 29, 2010 due to lack of funding. The Pathfinders Advanced “A” Team demobilized to West Palm Beach, FL.
- Following a written request from Haitian Minister Fethier to re-deploy Pathfinders to Haiti, a Liaison Team went back for follow up operations. The second deployment lasted from February 11 – 26, 2010.
- Pathfinders now has been requested for a third response into Haiti, focused on unmet needs of persons with disabilities in Port au Prince. At least six shipping containers of relief supplies will support this mission in early April 2010.

The major objectives for the initial rapid response phase focused on the ability of Pathfinders to coordinate and support local response efforts; organize a large team with its Haitian partner, Mountain Top Ministries (MTM) and local affiliated organizations; conduct mass feeding operations and damage assessments on behalf of the World Food Programme and the Haitian government. Making use of Pathfinders’ mobile software also was a goal.

Several key Pathfinders’ missions are analyzed below for this After Action Report.<sup>2</sup>

- A. Establish a Mass Feeding Operation for local survivors on an unprecedented scale.
- B. Participate in rapid “windshield” damage assessment survey of neighborhoods.
- C. Establish cooperative operations with Haitian responding resources.
- D. Dispatch Unmet Needs Crews to address and resolve identified needs.

Pathfinders at  
Delmas 2  
15,000+ served



<sup>2</sup> With the huge number of unmet needs issues, this Report focuses only on these four type of operations noted in PTF Daily Sit Reps as submitted to various monitoring agencies.

## **A. PATHFINDERS' MASS FEEDING OPERATIONS**

Pathfinders' Mass Feeding Operations evolved with each mission from Lessons Learned and in-country After Action Internal Briefings. On the first Op, Pathfinders spent 4+ hours loading its fleet of trucks with 70 tons of bulk food and proceeded with its own security, because UN teams were unavailable. The Op went well for 2 hours and served over 12,000 before local gangs organized, incited the crowd, and then overran the base. Two UN Armored Personnel Carriers and a Haitian Police SWAT team rescued Pathfinders as shots were fired.

Pathfinders' Command met with World Food Programme Leaders to plan subsequent taskings, re-grouped, and continued bulk food Ops per the World Food Programme with improvements at each Op. Improperly sized bulk food (up to 100 pound bags of beans, for example) and poor service at one private warehouse with bulk rice, hindered Ops throughout this first phase. However, UN and Haitian National Police security coordination with Pathfinders improved with each distribution operation. Canes, batons, pepper spray, tear gas, shotguns, concertina wire, and Armored Personnel Carriers all were used in crowd control by security personnel on subsequent missions.

The first joint effort with US military personnel had their team handing out 15,000 AM radios while Pathfinders distributed food to the same 15,000 people. The Op went well until the food supplies reached the end, when desperation by survivors led to a brief melee. Working in coordination with the US military on a subsequent one million meal ration distribution caused the only major failure in distribution for Pathfinders. A 25,000 MRE distribution was accomplished the next Op period. Due to funding issues, Pathfinders was unable to continue its distribution package and demobilized on January 29, 2010.

On its return Op, after being requested to return by Haitian Officials, Pathfinders coordinated and managed small NGO's, and its last Mass Feeding Op culminated with over 12,000 persons served from two IDP locations in just 40 minutes. Based upon prior experiences, Pathfinders maintained control throughout the feeding, avoiding the last minute rush as food supplies dwindled. Pathfinders ran out of food with approximately 3,500 persons still anxiously waiting, but the termination model had been improved to accomplish a controlled, yet quick exit. This model was graded as a success by all personnel involved, including Jordanian and Haitian National Police security forces. Diagrams below focus on this last Op with photos highlighting successive views of earlier Ops (see Exhibit. A.)

This recent Op brought the total amount of food distributed by the Pathfinders to 2,429,200 meal rations in just 8 days. A 90 second, audio/video by the *Miami Herald* of a Pathfinders' Op to 15,000 survivors in front of the Haitian National Palace serves as a training tool and can be found on Eagles Wings' Home page at [www.theeagleswingsfoundation.org](http://www.theeagleswingsfoundation.org)

### **The major strengths identified are as follows:**

1. A total of 2,429,200 meal rations were distributed by Pathfinders under the direction of the World Food Programme, with assistance from UN Security forces, as well as a number of small NGO's (both Haitian and US.) The effort was measurable and improved with each Op. Pathfinder's Ops achieved a replicable model in this regard.

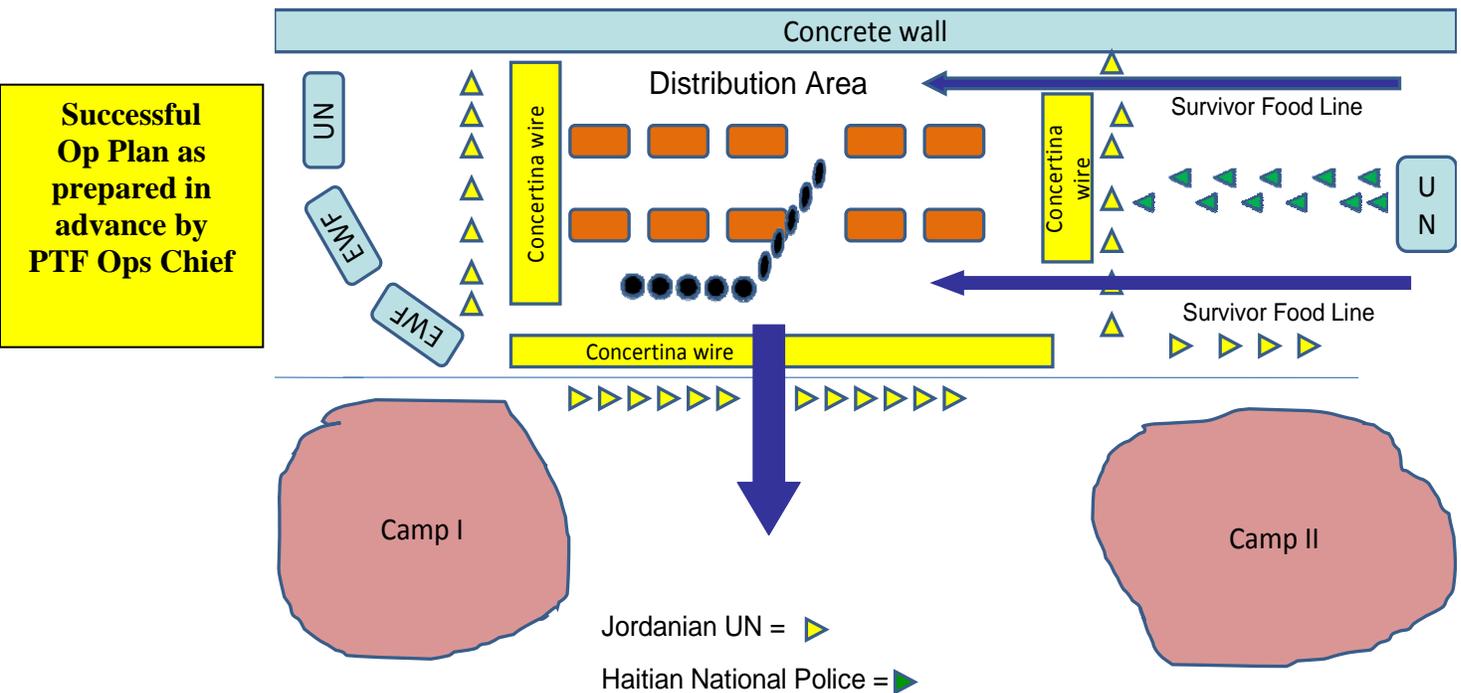
2. More than 300+ Haitian responders were rapid trained, received orientation briefings, and were managed by Pathfinders. Pathfinders' reliance on local resources repeatedly was cited as a model by others. The Pathfinders' model worked very well, especially given the magnitude of the catastrophe and the language barriers.
3. Pathfinders' activities were conducted under the coordination of the World Food Programme and received superior marks with "teamwork" added as a positive comment. A UN security lead Colonel, who cited superior "coordination" with Pathfinders, also worked well with Pathfinders.

**The primary areas for improvement are as follows:**

- Conduct Trainings and Exercises on the improved Pathfinders' model for Mass Feeding
- Improve coordination and communications with US AID and US assets.
- Secure additional safety features for Pathfinders' catastrophic incident responses
- Improve the distribution model by having a focus on a separate feeding line for vulnerable persons and persons with visible, obvious disabilities

## EXHIBIT A

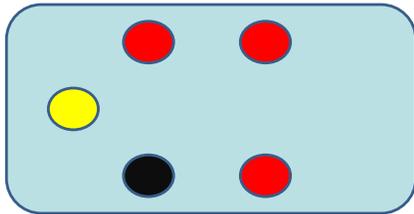
### Security Plan Croix des Bouquets



# Assignments

- Security Team
  - Scott & Dave
  - 10 Haitian National Police
  - UN Jordanian Platoon

- Distribution Crews
  - 3 per truck on feeding side
  - Remainder channel flow away from truck set #2
  - 1 Chaplain per truck
  - Safety Officer – Junior
  - 2 Strike Team Leaders
- Coupon team
  - 10 Chaplains



Successful Op Plan as prepared in advance by PTF Ops Chief

## Pictures below from successive Pathfinders' Mass Feeding Ops

Carrefour



Delmas 2



Palace



Croix des Bouquets



## **B. Pathfinders' RAPID "WINDSHIELD" DAMAGE ASSESSMENTS**

Pathfinders' Haitian National volunteers from Indian River State College embarked on testing the Pathfinders' Rapid Situational Assessment System (mobile software), loaded into simple, flip cell phones designed to work in a 100% disconnected environment. The crew first converted Florida Division of Emergency Management rapid damage assessment surveys into Creole and then rapid trained several local Haitians to assist them with performing neighborhood surveys. This Rapid Situational Assessment System was used extensively on the second deployment as Pathfinders' personnel were so deeply involved in emergency response operations in the first deployment with life safety issues that they did not focus on this item then.

Each survey location was geo-coded with the time and date on ESRI maps and then automatically converted to Excel sortable lists. The Rapid Situational Assessment System, with rapid training of Haitians taking about 30 minutes, worked extremely well in a 100% disconnected environment. The entry of the surveys in Creole took very little time. In all, 3,389 assessments were completed with a small percentage not geocoding (see Exhibit B.) On downloading the data back to the Florida remote IT team, the 56K speed did present challenges, but this issue did not affect the local data results. Color coding worked only on English worded forms as the color automation was cued to English words, not foreign language words.

There is no doubt that the Rapid Situational Assessment System would have been very effective in Search and Rescue Ops and in locating both critical facilities (such as mass triage sites) or very early in the disaster response for locating the Haitian Internally Displaced Population (IDP) camps, which took weeks to show up on UN maps as distributed to all NGO's. With Pathfinders now having worked in Ike and Haiti, performance in a real disaster and now a catastrophe in a third world country has validated the Rapid Situational Assessment System mobile solution's ability to function effectively in the worst possible environments.

### **The major strengths identified are as follows:**

1. If the system worked in Haiti after this catastrophe, it will work anywhere in the world
2. Rapid training and simplicity of use were validated, even in a foreign country with foreign language entered into the mobile units with no cell towers
3. GIS mapping in a foreign country was supplemented with satellite view technology and worked seamlessly in assessing various geographic areas

### **The primary areas for improvement are as follows:**

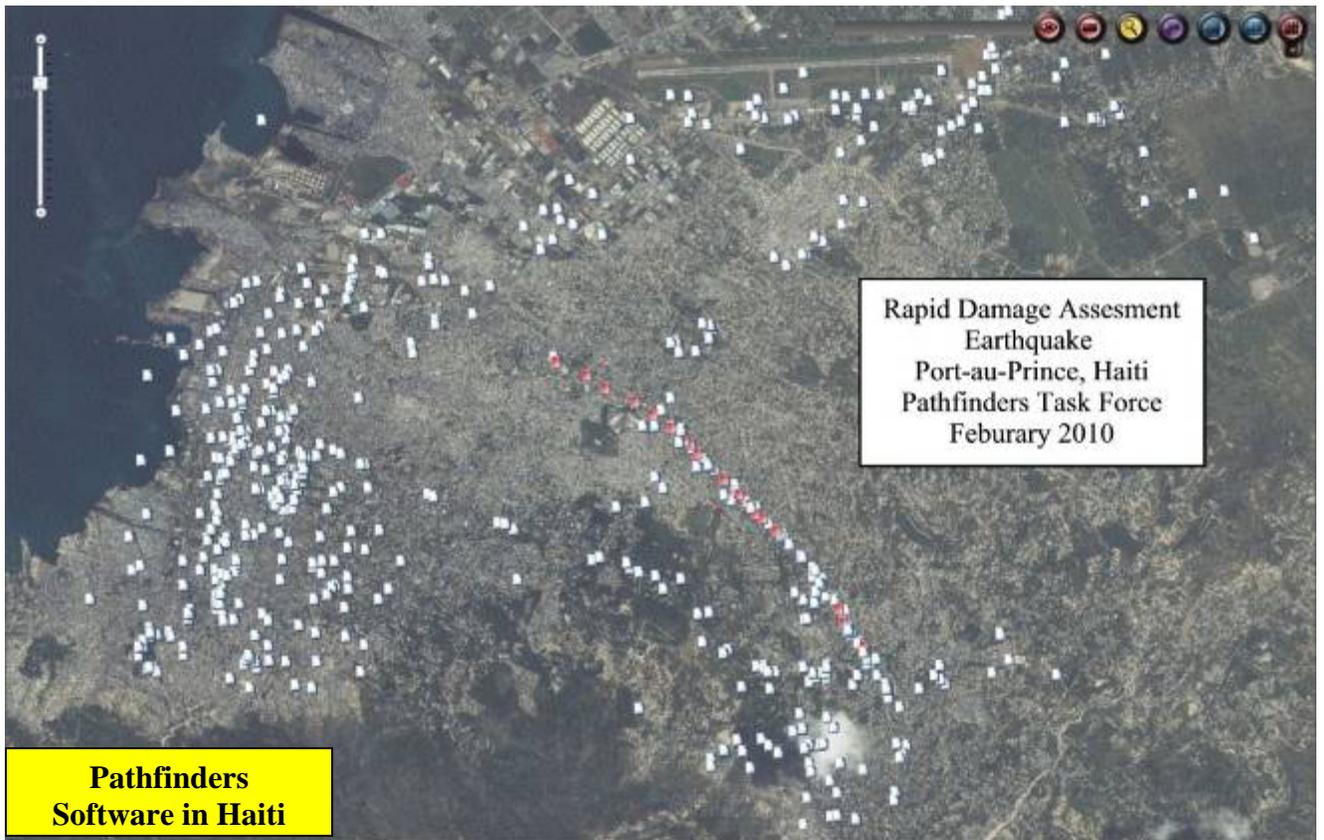
- Color coding damage assessments switch over into another language was not adaptable with short notice

- Need to improve Comm transmissions back to home base with upgrade in technologies
- If possible, bring system into usage earlier in operation – and reveal results early to on-site response teams. For example, Search and Rescue (SAR) teams could have greatly benefitted, no matter what language the team spoke. The simplicity of training and rugged, mobile units (cell phones) would have been excellent.

## **EXHIBIT B**

### **Pathfinders' Software in Haiti**

*(imagine this shot was from SAR teams clearing structures)*



## **C. PATHFINDERS' COOPERATIVE OPERATIONS WITH HAITIAN RESOURCES AND SMALL NGO'S**

Pathfinders first arrived and established a written Memorandum of Understanding (MOU) with a Haitian faith based group called Mountain Top Ministries. Pathfinders also established numerous contacts with other Haitian based NGO's, and worked effectively with them to support a variety of operations. Pathfinders sometimes coordinated hundreds of local workers and volunteers every day, with a total time log to date tallying 16,734 hours of service.

With Pathfinders' volunteers being composed of a number of Haitian Nationals, along with local connections with Mountain Top Ministries, Pathfinders secured the highest level meetings with the Haitian National Government. Pathfinders Command had private meetings with the Haitian Prime Minister (2x), the President of Haiti, the Haitian Secretary of Agriculture, and two Haitian Ministers (meetings with the Ministers lasted in excess of two hours each.) All parties were receptive to the Pathfinders' concepts of support, as had occurred in the Bahamas in 1999. In fact, the Haitian Prime Minister introduced Pathfinders Command to the US Ambassador after the second meeting as a possible US resource to be considered, which was then agreed to by the Ambassador's Envoy. Unfortunately, nothing came of this opportunity for short term support of the Haitian government.

### **The major strengths identified are as follows:**

1. The Pathfinder Deployment Plan through its Liaison Team, was validated. An effective and cooperative relationship was developed with multiple Haitian government and non-governmental agencies, United Nations, and World Food Programme officials.
2. Pathfinders Command successfully bridged gaps to top foreign government officials quickly and attained initial success in a daunting task, given the circumstances
3. Daily 209 Sit Reps from Pathfinders were circulated widely and cited as "ground truth."

### **The primary areas for improvement are as follows:**

- Improve coordination and communications with US AID
- Establish a liaison staff person within US AID
- Create a better system of "logging in" non-English speaking persons (and in many cases, illiterate persons) as the current system is U.S. centric and formatted in English.

# EXHIBIT C

## Pictures from Pathfinders' Joint Ops plus Haitian Government meetings

**Elym Relief**



**Mountain Top Ministries**



**Haitian Prime Minister, Minister of Commerce, and PTF Command**



**Home for Orphans, Grass Roots & Mountain Top Ministries**



## **D. PATHFINDERS' UNMET NEEDS CREWS**

Pathfinders did set up sophisticated, Satellite Communication Systems at the State University Hospital of Haiti and at the Pathfinders' base. The Hospital success led to a major undertaking of rehabilitating a large Emergency Room facility, a triage center with seating for 80, a lab, a trauma room and a 60 bed holding area along with a pharmacy room. This restored area took two days to complete, including securing all of the beds, chairs, covered awnings, trauma beds, etc. to replace two 300 sq. ft. western shelters which were serving over 1,000+ patients per day while the ER facility was being prepared by Pathfinders' crews.

Multiple other Ops included: moving a large orphanage from a truck repair yard into a large private home two miles away; assisting with latrine set ups at multiple camps; distributing hundreds of stuffed animals from Goodwill to orphans; and assisting with building furniture from pallets for orphanages. Pathfinders also assisted with early medical triage Ops and served a host of small NGO needs with trucking needs.

### **The major strengths identified are as follows:**

1. Pathfinders ' IT Section had excellent successes, both remotely and in disaster area.
2. The Pathfinders' Log package of 20+ small dump trucks, laborers, armed security, and managers was unique in the early stages of the response, especially notable that the package relied exclusively on local Haitian resources.
3. Incorporating the Pathfinders Management Model into the foreign disaster situation proved its unique capacity in quickly adapting and being flexible to react to a host of unusual needs and gaps as uncovered throughout the missions.

### **The primary areas for improvement are as follows:**

- Help with pre-coordination of small NGO's (noting there were over 800 small NGO's according to the Director of World Food Programme, with little coordination in place.)
- Secure advance working relationships with more small NGO's for future operations.
- Seek stronger ties with Red Cross as an already partnered agency with Eagles Wings for international issues. The two agencies have a Memorandum of Understanding



**Gulfstream Goodwill stuffed animals for orphans**



**PTF creating 80 seat, triage area at Haitian National General Hospital**

## SUMMARY

The Pathfinders' Model, initially deployed in the Bahamas (in 1999) following Hurricane Floyd's Category 5 strike on that nation, has been continually improved during the 11 years since. In Haiti, 2010, the model has been validated again for its flexibility and adaptability to rapidly respond with a focus on the unmet needs of the vulnerable populations. Coordinating and assisting a host of agencies while working under the World Food Programme's direction, Pathfinders managed to distribute 2,429,200 meal rations in just 8 days, testing the model like never before. Pathfinders' Rapid Situational Assessment System technology, a proven success in a domestic disasters, has now been proven in a foreign country - in a totally "disconnected" environment - with rapid training of foreign language users and foreign language forms.

Now partnered with a host of small, non-governmental agencies (NGO's), Pathfinders has been requested to return for a third deployment in early April 2010, with a focus to assist on persons with disabilities and in planning future operations. The Pathfinder Model, with its use of rapidly trained local resources to assist in their own disaster response, has continued to draw positive attention for continued operations in the Haitian disaster areas.

With the Office of Homeland Security from the City of New Orleans donating seven containers of relief supplies to Eagles Wings for rapid distribution into Haiti, new partnerships continue to open more doors to future success. This latest effort is being supported by numerous public and private organizations, including assistance from: the Haitian Government, Response Force1, Airline Ambassadors, Mountain Top Ministries, Rotary Club of the Bahamas, Christian Veterinary Mission, Bowsprit Marine, and the Town of Palm Beach's United Way.

Eagles Wings Foundation, Inc. and its Pathfinders team is honored to be selected by the City of New Orleans - the city most severely impact by the worst disaster in modern US history - to reach out and assist Port au Prince, a large Creole speaking "sister" city now desperately in need of help after a disaster. Pathfinders' basis for lifting people up on the Wings of Eagles from its Isaiah (Old Testament) origins and its multi-faith response continues to be witness to miracles in the making.

The Pathfinder Model concept is replicable and sustainable. The Model clearly demonstrates the potential for immediate, positive impact through the utilization of small, agile, experienced and credentialed teams, deployed early in the disaster response lifecycle.



## **ASSISTING AND COOPERATING AGENCIES**

- Mountain Top Ministries
- World Food Programme
- United Nations Security, U – 2, U – 3, U – 9, Uruguay, Jordan, Brazil, Argentina
- Kings Wings
- Congressman Ron Klein
- Senator Bill Nelson
- Memorial Presbyterian Church
- City of New Orleans and its Office of Homeland Security
- US Embassy - JMAC & US Ambassador Envoy
- JOTC
- Elym Relief
- Nature Healing Nature
- Grass Roots United
- Haiti Response Coalition
- US. Naval Postgraduate Foundation
- Haitian National General Hospital
- Island Impact Ministries
- International Medical Corps
- ADRA
- Jet Blue
- Window of Hope
- Global World Outreach
- Haitian National Government
- Haitian National Police
- 82<sup>nd</sup> Airborne
- Gulfstream Goodwill
- Home for Orphans
- Salvation Army
- FEMA Log personnel
- Haiti One
- Christian Scientologists
- Accenture
- Net Hope
- Volunteer Florida
- Florida Division of Emergency Management
- Previstar
- Response Force 1
- Tropical Florida Presbytery
- Agilis Systems
- Indian River State College
- Town of Palm Beach United Way
- Universal Music Group
- The Palm Beach Civic Association
- National Philanthropic Trust
- Bear Stearns Charitable Gift Fund
- Community Foundation of Palm Beach
- Home Depot
- PayPal
- Airline Ambassadors
- Christian Veterinary Mission
- Rotary Club of the Bahamas
- United Servants Abroad
- Rosenwald Foundation
- Disaster Solutions LLC
- Scott Lewis' Gardening & Trimming
- Florida Academy of Physician Assistants
- Sovereign Order of St. John
- Uhlfelder & Assoc.
- Searcy, Denny, Scarola, Barnhart & Shipley
- Armbrust Foundation
- Gallery 14
- Jerome Glazer Foundation
- Litt Foundation
- St. Mark's Episcopal Church
- The Crossing Church
- The University of Toronto (McMillan)
- Bowsprit Marine
- Unified Technology Solutions, Inc.