“Senator Inouye was proud of his work to establish the CFE, and the integral role it plays in reaching out with a helping hand to our allies and friends in the region in their time of need. It is an important asset in the USPACOM toolbox.”

- Jennifer Sabas, Director, Daniel K. Inouye Institute Fund
# Table of Contents

About Us .................................................................................................................... 4

Mission ......................................................................................................................... 4

Background .................................................................................................................. 4

Authority ....................................................................................................................... 4

Key Roles ....................................................................................................................... 4

Stakeholders and Partners ........................................................................................ 5

Methodology ................................................................................................................ 5

Director, CFE-DMHA .................................................................................................. 6

Key Events of FY 2013 / Collaborative Engagements ........................................... 7

Organizational Changes ............................................................................................. 8

New Facility .................................................................................................................. 8

Global Academic Advisory Group ........................................................................... 9

Humanitarian Assistance Response Training (HART) Course ................................. 10

Health Emergencies in Large Populations (HELP) Course ........................................ 11

Civil-Military Emergency Preparedness Program .................................................... 12

Association of Southeast Asian Nations (ASEAN) Humanitarian Assistance Center (AHA)  13

State Partnership Program ......................................................................................... 14

Crowdsourcing Technology ....................................................................................... 14

Publications .................................................................................................................. 16

Collaborative Civil-Military Partnerships .................................................................. 16

Conferences and Seminars ......................................................................................... 20

USPACOM Support .................................................................................................... 21

  Exercise Support ......................................................................................................... 23

  Theater Campaign Plan (TCP) Support ..................................................................... 26

Master List of Events .................................................................................................. 27

CFE Staff ...................................................................................................................... 30

Contact Information .................................................................................................... 31
About Us

Mission
The Center for Excellence in Disaster Management and Humanitarian Assistance (CFE), as the Department of Defense and U.S. Pacific Command’s premier international humanitarian assistance and disaster management organization, enhances civil-military preparedness and response through collaborative partnerships, applied research, and education and training.

Background
Congressional legislation established the Center for Excellence in Disaster Management and Humanitarian Assistance in 1994 to provide and facilitate education, training, and research in civil-military operations to enhance interagency coordination in international disaster management response efforts and to advance disaster management and humanitarian assistance (DMHA) capability in accordance with 10 U.S.C. §182. In 2001, the Center became a direct reporting unit to United States Pacific Command (USPACOM) while continuing to receive program direction and policy guidance from the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict (ASD/SOLIC).

CFE facilitates DMHA partner capability development through engagements and information sharing consistent with Congressional and DoD guidance, and serving as USPACOM’s coordinating authority for pre-crisis DMHA engagements and activities in support of the USPACOM Strategy and Theater Campaign Plans and Orders. The Center has recently been approved as the program manager of the Civil-Military Emergency Preparedness (CMEP) Program, an Office of the Under Secretary of Defense for Policy (OSD-P) initiative with a long history in Europe with the Warsaw Initiative countries. As OSD reengineers the CMEP program to expand its scope worldwide, CFE is postured to assume leadership and management over the program in FY15.

Our strength lies in unique government mandates and authorities, combined with experienced civil-military experts, DMHA professionals, information managers, and support specialists. The Center provides a distinctive capability to facilitate DMHA partner capacity development and information sharing activities in the Asia-Pacific region and other regions if requested and resources permit.

Authority
CFE operates under the authority of USPACOM and United States Code, Title 10, Section 182, Secretary of Defense Memorandum, 24 Apr. 00; 2001 National Defense Appropriation Act, Under Secretary of Defense for Policy Memo to COCOMs, 8 Sept. 10; Memorandum of Understanding (MOU) between commander, USPACOM and director, COE-DMHA, 20 Sept. 11; and the USPACOM Strategy.

Key Roles
As a direct reporting unit to USPACOM, CFE is focused on the Asia-Pacific region. The Center serves as USPACOM coordinating authority for DMHA events with foreign partners, provides humanitarian assistance and disaster relief (HADR) training and education to USPACOM staff and subordinate commands, supports regional organizations in developing and executing DMHA programs that improve member countries’ response capability and regional cooperation, conducts applied research and assessment, develops and maintains Disaster Management Reference Handbooks. Starting in FY15, CFE will manage the global OSD directed and Geographic Combatant Command prioritized Civil-Military Emergency Preparedness (CMEP) program.
Stakeholders and Partners

CFE’s stakeholders include USPACOM and its service components and sub-unified commands; other combatant commands; ASD/SOLIC; U.S. Country Teams; Department of State; U.S. Agency for International Development (USAID), Office of Foreign Disaster Assistance (OFDA); Defense Threat Reduction Agency (DTRA); academic institutions; consortia for nongovernmental organizations; U.S. allies and partner nations; and international and regional organizations including the United Nations, the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC), and the Lower Mekong Initiative (LMI).

The Center has entered into collaborative partnerships with Columbia University’s National Center for Disaster Preparedness, the Harvard Humanitarian Initiative, and the Uniformed Services University of the Health Sciences Center for Disaster and Humanitarian Assistance Medicine. Most recently, the Center has reestablished and revised its partnership with the University of Hawaii National Disaster Preparedness Training Center (NDPTC), the Pacific Disaster Center (PDC) and the Asia-Pacific Center for Security Studies (APCSS). This partnership of four Hawaii-based disaster management-focused organizations allows the Center to ensure its disaster management practices and outreach are informed by the strategic, technological, and academic expertise of these partners. This collaboration is the cornerstone of CFE’s operational practice. Additionally, CFE also maintains collaborative relationships with the following organizations:

- Center for Disaster Management and Humanitarian Assistance (CDMHA)
- Asia-Pacific Center for Security Studies (APCSS)
- Columbia University National Center for Disaster Preparedness at the Earth Institute
- Harvard Humanitarian Initiative
- InterAction
- International Committee of the Red Cross (ICRC)
- International Medical Corps
- Marine Corps University (MCU)
- National Disaster Preparedness Training Center at the University of Hawaii (NDPTC)
- Naval Postgraduate School (NPS)
- Pacific Disaster Center (PDC)
- RedR Australia
- UN Office for the Coordination of Humanitarian Affairs (UN OCHA)
- University of Hawaii Office of Public Health Studies
- United States Military Academy at West Point
- World Food Programme (WFP)

In 2013, the Center entered into letters of understanding with Columbia University’s National Center for Disaster Preparedness, the Harvard Humanitarian Initiative, APCSS, PDC, and the University of Hawaii. These efforts define future collaboration efforts and authority, and support requirements governing the cross-coordination of disaster preparedness activities in the Asia-Pacific region. The purpose of these collaborations is to gain knowledge and assist in strengthening HADR practices and capabilities to meet increasing diverse civilian and humanitarian needs.

Methodology

Collaborative partnerships are a main effort; establishing formal and informal relationships to advance the mission and enhance civilian and military coordination. CFE conducts applied research to collect, catalog, and disseminate best practices, and to inform the development of DMHA operations, concepts and doctrine. With a focus on delivery of knowledge and sharing information, the Center provides education and training, conducts workshops, senior leader seminars, table top exercises, and tailored HADR courses. The Center provides operational support to advise and assist combatant command staffs and service components and to assist the Deployable Joint Task Force Augmentation Cell (DJTFAC) in support of JTF HQ conducting HADR operations.
Director, CFE-DMHA

Dr. Pamela Milligan became the fourth director of the Center for Excellence in Disaster Management and Humanitarian Assistance on May 19, 2013. She serves as the principal strategic-level architect for facilitating civil-military preparedness and response to disaster management and humanitarian assistance through collaborative partnerships, applied research and education, and training.

Prior to her appointment to the senior executive service in May 2013, she served as chief of staff for the United States Pacific Command’s Director for Operations. In this capacity, she managed human resource requirements, programs, budgeting, and command relations for seven divisions.

Director’s Comments

Fiscal Year 13 was a year of remarkable transformation and reengineering for the Center for Excellence. Renewed by support from Admiral Locklear, Commander, United States Pacific Command and reinvigorated oversight by the Office of the Secretary of Defense (P/SOLIC), CFE was provided the operational and administrative support to redefine its future to continue to enhance and enable the disaster management activities and engagements by Department of Defense organizations.

In no small way, the Center moved out to renew and build new partnerships to leverage expertise and ensure the Center was involved in the most current and innovative research and disaster management practices. Change doesn’t happen overnight and these efforts continue. These foundational changes set the stage as the Center moved into FY14 with a new strategy and new guidance from CDRUSPACOM.

Recognizing its role and the possibility that exists for the Center to help build partner capacity and enhance the civil-military relationship, the Center, dealing with the challenges of remarkable levels of change, stayed the course on engaging with our foreign partners and providing HADR subject matter expertise while developing new programs and protocols to define a more significant and refined role for its future.

This report highlights the activities and accomplishments of a small staff absolutely committed to disaster preparedness and response, respectful of the various governmental and nongovernmental actors in disaster management and humanitarian assistance, and profoundly committed to the advancement of preparedness and resiliency to ensure security, stability and prosperity of the Asia-Pacific region.

We look forward to a very robust FY14 as we ensure the Center meets its Title 10 mandate and the expectations and requirements of U.S. Pacific Command and OSD.

For all of you that we worked with in FY13, we thank you for your patience, your support and your unwavering commitment to the vision of Senator Inouye in establishing this Center to provide education, training, and research in civil-military operations and international disaster management.

It has been my pleasure to lead this organization this past year and look forward to many more accomplishments and success in FY14.

Warmest Regards and Aloha,
Pam
Key Events of FY 2013
Collaborative Engagements
Organizational Changes
As part of organizational changes, CFE made significant progress on the development of a CFE Process and Procedures Manual. This document includes the Center’s Management Control Plan and Instructions for thirteen assessable units. Mr. Keith Maxfield led the effort for the Director and completed work on the document on 15 July. This document closed the remaining Naval Audit Agency findings for the 2012 audit. The document was tasked through the Task Management System (TMS) for staff review on 15 July for a two-week review period.

CFE added two new government employees and twelve contractors to the staff in FY13. Military support was provided by two active duty personnel and one reservist during FY13.

Dr. Pamela Milligan received a Senior Executive Service (SES) appointment, transitioning her from the position of interim director to director on May 19, 2013.

New Facility
The Center for Excellence moved to its new location on Ford Island from previous offices at Tripler Army Medical Center in June. The move was completed in two weeks, and the building became fully operationally capable on 31 July. On 26 June an official grand opening ceremony with a traditional Hawaiian blessing was held at CFE’s new headquarters. Lt. Gen. Thomas L. Conant, deputy commander USPACOM, presided over the event with Mr. Peter Verga, chief of staff and senior career official for the Office of the Under Secretary of Defense for Policy (OSD-P) participating.

The Center’s new offices are located in historic Building 76 on Ford Island at Joint Base Pearl Harbor-Hickam, Hawaii. Built in 1940, the building served as a Naval Medical Facility and served many of the sailors, Marines and soldiers wounded in the December 7, 1941 attacks on Pearl Harbor. As part of its renovation, the building has retained its historic qualities while adding modern energy efficient technologies such as photovoltaic panels, occupancy sensors and other advanced metering for utilities.
Global Academic Advisory Group

As part of CFE's Common Operational Picture (COP), the Global Academic Advisory Group is comprised of memorandums of understanding (MOUs) with select academic institutions for applied research, information sharing, an institutional network exchange, joint teaching, training and exercises, and an internship program collaboration. In June, CFE's chief of applied research met with Columbia University's National Center for Disaster Preparedness (NCDP) at Earth Institute to discuss CFE's Academic Advisory Group. The Center and the NCDP drafted a MOU which details a partnership for applied research, information sharing, an institutional network exchange, joint training and exercises, and an internship program. CFE's chief of applied research also brought Harvard Humanitarian Initiative into the Academic Advisory Group.

National Center for Disaster Preparedness

EARTH INSTITUTE | COLUMBIA UNIVERSITY

In July, Dr. Tom Chandler from Columbia University's NCDP taught a day of curriculum for the Health Emergencies in Large Populations (HELP) course, and met with CFE staff to finalize the details of the letter of understanding for the mutual collaboration and cooperation for partnership institutions between NCDP and CFE. The partnership agreement specifies that the two organizations will work together to improve disaster management education and preparedness and to provide mutual benefit through applied research and collaboration.

Shortly after the signing of the CFE-NCDP partnership, the Harvard Humanitarian Initiative (HHI) and CFE entered into a formal agreement to collaborate on improving civil-military relations. The executive director of HHI joined the CFE-led team to conduct a study on the rapid response phase of the Haiyan (Yolanda) relief efforts in November 2013 resulting into the publication of the Lessons from Civil-Military Disaster Management and Humanitarian Response to Typhoon Haiyan (Yolanda).

CFE's formal partnership with Columbia University and the Harvard Humanitarian Initiative paved the way for other succeeding agreements with other civil- and governmental institutions. Most notably, CFE's chief of applied research led the effort to finalize the Hawaii quadrilateral partnership with all members signing the letter of understanding. Members of the consortium include the Asia-Pacific Center for Security Studies, Pacific Disaster Center, University of Hawaii's National Disaster Preparedness Training Center, and CFE.

The United State Military Academy at West Point Center for the Study of Civil-Military Operations also engaged CFE in 2013 resulting into a commitment of the two institutions to collaborate and share expertise in civil-military operations. CFE's chief of applied research is leading a panel on civil-military response to Haiyan at West Point's annual Student Workshop for Civil-Military Operations. SCMO committed to the CFE 2014 summer internship program where they would provide interns to join the CFE staff during summer 2014. Upcoming formalized partnerships in 2014 initiated in 2013 include several international academic institutions and nongovernmental agencies.
Humanitarian Assistance Response Training (HART) Course

Military forces are often called upon to support HADR operations, especially in the USPACOM area of responsibility (AOR); however, traditional military training does not address military support to such operations. With its focus on civilian-military relations, including interacting with agencies of the affected state and humanitarian agencies, CFE’s HART course provides a key professional development opportunity tailored for evolving requirements of the U.S. military. Graduates will be better prepared to respond to humanitarian emergencies in their respective capacities through increased understanding of different types of humanitarian response environments.

The operational-level course covers key areas of civil-military coordination including:

- Civilian humanitarian agencies and their roles and operations;
- Affected populations and their protection under international law;
- Fundamental humanitarian principles;
- Response coordination measures used by humanitarian agencies;
- Response measures of effectiveness and measures of performance;
- Security strategies used by humanitarian organizations;
- Internationally recognized principles of civil-military coordination;
- Assessing programs and progress in disaster management
- Frameworks for reducing disaster risk;
- Whole-of-government response and interagency coordination;
- Disaster management principles and how the military can utilize them to build long-term reconstruction;
- Medical and public health concerns in disasters;
- International humanitarian law as it relates to human rights and disaster response.

HART EVENTS

Canadian Army HART Course, 9-12 October 2012: CFE staff traveled to Canada to teach a HART course to 50 members of the 1st Canadian Division Headquarters, Canadian Department of Foreign Affairs and International Trade, and the Canadian International Development Agency.

Joint Task Force (JTF) HART Course, 3rd MEB Command Element, 11-13 March 2013: CFE instructed a HART course focused on JTF leaders and staff, with support from Soft Power with Situation. The course, customized for the 3rd Marine Expeditionary Brigade at Camp Foster, Okinawa, Japan, merged traditional HART courseware with JTF specific modules. The intent was to assist in preparing the 3rd MEB command element for its potential and likely mission as a JTF headquarters during a disaster response in Southeast Asia. The 3rd MEB requested this course as part of its preparation for the 2013 Balikatan exercise.

Expeditionary Warfare Training Group (EWTG-PAC) International Students HART Course, 19-22 March 2013: A four-day Humanitarian Assistance Response Training course was held as part of the International Students Course at the Expeditionary Warfare Training Group (EWTGPAC) at the Naval Amphibious Base, Coronado, Calif. at the request of the EWTGPAC Commanding Officer. Thirteen international students and two American students participated in the course. The students included foreign Marines, Navy surface warfare officers, and a special operations officer. The two U.S. participants were from the 11th Marine Expeditionary Warfare Intelligence Section. One EWTGPAC instructor and one civil affairs soldier also attended the course.

Future State Partnership HART Course Discussion, 22-26 April 2013: The director supported the Asia-Pacific Center for Security Studies (APCSS) as CFE hosted the State Partnership Program Adjutant Generals and staff. She gave a presentation on CFE’s mission during a “brown bag” lunch on disaster management and recommended ways of increased partnership and coordination. The State Partnership Program representatives requested CFE provide an additional Humanitarian Assistance Response Training (HART) course at a later date in Portland, Ore. for all six states.

USPACOM / Service Component Joint Task Force (JTF) HART Course, 6-8 August 2013: CFE taught a HART course in Honolulu to DJTFAC staff as requested by incoming director and officer in charge.
Health Emergencies in Large Populations (HELP) Course

The Health Emergencies in Large Populations (HELP) course is hosted by CFE in collaboration with the International Committee of the Red Cross (ICRC) and the partnership of University of Hawai’i’s John A. Burns School of Medicine’s Office of Public Health Studies. This is a two-week, intensive, graduate-level training course, provides participants with an understanding of the major public health issues to be addressed among populations affected by natural disasters, complex emergencies and internal displacement. The HELP course curriculum covers the provision of health services during international humanitarian emergencies including the roles of international and nongovernmental organizations, disaster planning and response and civil-military cooperation. CFE has conducted the HELP course for over sixteen consecutive years, graduating students from diverse backgrounds in public health, medicine, humanitarian assistance and disaster management backgrounds. The course provides participants with the tools, frameworks, and decision-making skills necessary to achieve a sustainable outcome for the affected population(s) and enables graduates to plan effective, appropriate relief operations.

HELP EVENTS

HELP - ICRC Conference, 15-16 April 2013: CFE participated in the ICRC HELP Course Managers Conference in Geneva, Switzerland from 15-16 April. CFE is the only defense organization in the world endorsed by the ICRC to facilitate this course.

HELP Course, 8-19 July 2013: CFE staff presented the ICRC HELP course 8-19 July at the East-West Center in Honolulu. The course covered provisions of health services during international humanitarian emergencies, roles of international and nongovernmental organizations, disaster planning and response and civil-military cooperation. There were eleven participants, including five international officers. This marks the sixteenth year CFE has facilitated this course in cooperation with the East-West Center at the University of Hawaii.

“…impressive level of talent, experience and knowledge by all CFE presenters…”

- Maritime Civil Affairs and Security Training Command Course Director
Civil-Military Emergency Preparedness Program

The Civil-Military Emergency Preparedness (CMEP) Program was established in 1996 to support the Warsaw Initiative Funds, a program to assist the newly independent former Soviet republics make a successful transition to democratic institutions. In 2012, OSD decided to expand the program to be in scope with projects and initiatives designed to help countries establish a framework for security and address preparedness for the management of the consequences of all types of hazards. Program objectives include: reducing the demand for U.S. government disaster relief activities, building individual partner and regional capacity, facilitating inter-ministerial (civil-military) and regional (multilateral) cooperation for civil and military disaster responses, and enhancing multilateral procedural and technical interoperability.

FY13 saw the beginning of the transfer of the Civil-Military Emergency Preparedness program management to CFE from the Naval Postgraduate School’s Center for Civil-Military Relations (CCMR). CCMR assumed interim program management in 2012 under OSD’s plan to expand CMEP globally. CFE will provide OSD with proposed program management and implementation plans, and plans to establish initial program management capability by the end of FY14.

CMEP EVENTS

Civil-Military Emergency Preparedness (CMEP) Program Transition, July 2013: The first CMEP transition meeting was held between OSD Office of the Secretary of Defense, the Naval Postgraduate School and CFE to discuss the transition of the Civil-Military Emergency Preparedness Program to CFE. FY14 will be a transitional year with CFE taking full responsibility of the program in FY15.

Civil-Military Emergency Preparedness (CMEP) Program Video Teleconference (VTC), September 2013: CFE and USPACOM staff participated in an OSD led VTC on the Civil-Military Emergency Preparedness Program. CFE will take over management of this program from Naval Postgraduate School Center for Civil-Military Relations (NPS CCMR) in FY15. During this call, USAFRICOM requested CFE assistance in developing an umbrella contract for DMHA engagements as well as developing a way ahead on accepting grant funding both of which are within the Center’s Title 10 authorities.

Civil-Military Emergency Preparedness (CMEP) Event Observation, 4 September 2013: CFE’s CMEP assessment lead traveled to Bosnia-Herzegovina and Serbia from 2-14 September to observe Civil-Military Emergency Preparedness (CMEP) analyses conducted with each country. CFE’s program transition lead attended and observed the Serbia Inter-ministerial Table Top Exercise (TTX) held 24-26 September. These trips were part of the transition of program management and provided CFE with a view of the content and execution of CMEP events being conducted in the FY13 CMEP program.
Association of Southeast Asian Nations (ASEAN) Humanitarian Assistance Center (AHA)

The Association of Southeast Asian Nations (ASEAN) Humanitarian Assistance Center (AHA) in Jakarta, Indonesia will become fully functional in 2014 and is envisioned to become a key component during a regional HADR response. The AHA Center was established with the objective of facilitating cooperation and coordination among ASEAN member countries, the United Nations and other international organizations in promoting regional collaboration in disaster management. CFE has provided guidance and assessment to assist in the development of the Center’s capabilities.

ASEAN EVENTS

AHA Center Assessment, 21-23 January 2013: CFE subject matter experts (SMEs) and two researchers from Harvard’s Kennedy School of Government attended the engagement in Jakarta, Indonesia to conduct assessment and consulting on future training activities and the proposed OHDACA program for FY 13/14. The team met with Said Faisal, director of the AHA Center, and his staff who requested training in the areas of planning, decision-making, course of action analysis, team building, and exercise training. Mr. Faisal also requested support for a Young Executive Program which the Government of Japan has funded for the AHA Center. The program is a three-year funded program that will bring in two representatives from each of the ASEAN countries to be trained in the areas of HADR planning, operation center management and response. The ultimate product from this trip and subsequent research by the Kennedy School team was an assessment that can be used to inform future USPACOM and CFE programs with the AHA Center.
ASEAN EVENTS (CONT.)

ASEAN Regional Forum (ARF) Disaster Relief Meeting, 11-12 March 2013: The CFE director represented USPACOM at the ASEAN Regional Forum Inter-Sessional Meeting (ISM) on Disaster Relief providing an opportunity to meet with ASEAN Secretariat Disaster Manager Adelina Kamal, and the AHA Center Director Said Faisal. The ASEAN Secretariat has requested CFE to assist the AHA Center to gain operational viability. To assist this process, CFE commissioned Harvard graduate fellows to complete an assessment for CFE and AHA Center future engagements. The report, “Advancing the AHA Center, Leveraging the Military’s Comparative Advantage to Build a Regional Disaster Response Capability,” was submitted on 26 March. The report suggests an opportunity for CFE to assist the AHA Center in operational planning skills, improved information sharing, and civil-military relationships as well as assistance with developing a disaster management leadership program for its Young Executives.

The International Conference on ASEAN Defence Establishments and Civil Society Organization, 30 April 2013: As a follow-on to the Asia-Pacific Conferences Military Assistance to Disaster Relief Operations (APC MADRO) Guidelines Conference, The International Conference on ASEAN Defence Establishments and Civil Society Organizations in Bangkok, Thailand was held to continue collaboration and partnership to ensure the highest state of preparedness for the next big disaster. CFE’s director provided a HADR briefing for attendees.

AHA Center Visit, 20 June 2013: The director and a CFE subject matter expert (SME) traveled to the AHA Center in Jakarta, Indonesia to meet with AHA leadership to prepare the FY 13-14 engagement plan. CFE has been tasked to assist the AHA Center to become fully operationally capable. These engagements will consist of training on joint planning, crisis decision-making, conducting exercises, lessons learned and assessments. The first engagement occurred in September 2013.

ASEAN and MARFORPAC Bio Workshop, 3-5 September 2013: CFE SMEs attended to facilitate HADR and Philippines engagement planning, as well as financial support, for ASEAN participants at the ASEAN and MARFORPAC Bio Workshop in the Philippines.

State Partnership Program

USPACOM State Partnership Program Action Officer Workshop, 7 November 2012: CFE provided an overview of USPACOM, CFE’s relationship with USPACOM and USARPAC, and CFE courses, products and programs. Representatives from the Oregon National Guard were particularly interested in CFE’s scheduled programs in Vietnam and Bangladesh as they are the State Partnership Program for both countries. Both proposals were discussed, along with how CFE is also working with USARPAC and MARFORPAC. CFE offered assistance in programs involving civil-military HADR education and training. Additionally, CFE provided the Oregon National Guard representatives with the six newest Disaster Management Reference Handbooks.

State Partnership Program Workshop, 22 April 2013: CFE’s director and an HADR specialist met with the Assistant Adjutant General and staff from the Oregon National Guard (ONG) on 22 April to assist with its State Partnership Programs in both Vietnam and Bangladesh. CFE was specifically requested to assist the ONG promote a regional HADR training center in Bangladesh that is supported by the U.S. Embassy and J5. The director supported APCSS as it hosted the State Partnership Program Adjutant Generals and staff. She presented the CFE Mission Brief during a "brown bag" lunch on disaster management and recommended ways of increased partnership and coordination. The state representatives requested CFE provide a Humanitarian Assistance Response Training (HART) course later in FY 2013 in Portland, Ore. for all six states. CFE agreed to provide this training.

Crowdsourcing Technology

CFE received approval for the Disaster Preparedness Collaboration Tool (DPCT), CFE’s proposed Common Operational Picture (COP) of all military, civilian, nongovernmental organizations (NGO), international organizations, U.S. government interagency and host nation operational activities and actions (OAA) for disaster and response preparedness, and was authorized $100,000 for site customization with Ushahidi. The director and CFE’s chief of applied research conducted the first scoping session with Ushahidi on 22 September. It is anticipated that the site would be ready to populate no later than the
end of 2014 and would have the ability to capture data from all Combatant Commands (COCOMs).

**Asia-Pacific Disaster Center Meetings, May 2013:**
As part of continuing progress on the development of the Asia-Pacific Disaster Management and Humanitarian Assistance Common Operational Picture, CFE’s chief of applied research has developed a working proof of concept using the Ushahidi crowd sourcing platform. In partnership with the CFE Global Academic Advisory Group, the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) has agreed to participate on a working group as development of the COP continues. CFE’s chief of applied research also traveled to Malaysia and the Philippines, developing support for the program. Final decision and approval of the platform has been made in FY 2013. Project development and implementation will commence in FY 2014.
Publications

A call for papers for the CFE’s Liaison magazine was issued in May. The theme of the issue is "Advancements in Disaster Management" and will focus on foreign partner improvements in preparedness and response capability over the past decade. Due to a 2-3 month delay in preparations for publishing caused by CFE reorganization of personnel, this edition of the journal will be released in 2014.

Collaborative Civil-Military Partnerships

CFE partners with diverse groups of civil and military organizations to increase international DMHA capacity and share expertise in the areas of humanitarian assistance, disaster management and information sharing. This enables CFE to remain connected with evolving doctrines, protocols and best practices that will ensure CFE’s education and training programs and information sharing products remain relevant. Partnering enriches CFE’s programs while ensuring responsible resource allocation.

International Combating Terrorism Fellows (CTF) Civil-Military Coordination Panel, 24 October 2012: CFE participated in the International Combating Terrorism Fellows (CTF) Civil-Military Coordination Panel in Honolulu, Hawaii on 24 October 2012. The event was hosted by the National Defense University, College of International Security Affairs. Participants discussed the fundamental humanitarian principles, principle of "Do No Harm," humanitarian space, humanitarian security strategies, and civil-military operations. The event was hosted by the National Defense University, College of International Security Affairs.

New Zealand Command and Staff Course HADR Panel, 7 November 2012: SMEs from CFE, PDC and APCSS presented a disaster management panel and seminar for the visiting New Zealand Command and Staff College class. This was the second year the three organizations collaborated to support visiting New Zealand Command and Staff classes. The disaster management panel is also offered for the Australian Command and Staff College. This is part of a continuing effort to increase collaboration amongst Pacific Disaster Center, the Asia-Pacific Center for Security Studies and CFE.

Asia-Pacific Conference on Military Assistance to Disaster Relief (APC MADRO), 10-14 December 2012: CFE participated in this conference hosted by UN OCHA in Bangkok, Thailand 10-14 December 2012 to discuss implementation of the MADRO guidelines. These guidelines provide non-binding direction for the use of foreign military assets during national disaster response operations in the USPACOM theater. Asia-Pacific participating countries endorsed the guidelines in 2010 but still need to test and validate them in a multinational exercise or operation. CFE will consider hosting the next APC MADRO in FY14.
Japan-Korea-U.S. Defense Trilateral Talks Table Top Exercise (TTX) on HADR Information Sharing, 12-13 December 2012: On 12 – 13 December, a CFE HADR SME served as a table top exercise facilitator for the Japan-Korea-U.S. Defense Trilateral Talks TTX on HADR information sharing hosted by the Japanese Ministry of Defense (MoD) in Tokyo. Country participants represented interagency organizations which coordinate HADR operations. This senior, field grade-level TTX focused on information sharing and decision-making during the response phase of a rapid onset disaster. A follow-on meeting was tentatively scheduled for August 2013 at CFE.

ADMM + HADR and Military Medicine EWG FTX MPC, 21-23 January 2013: CFE provided subject matter expertise to this exercise planning conference in Singapore from 21-23 January. The exercise is designed to increase regional capacity and multinational collaboration during disaster response operations.

Commanding General Philippine Army Visit, 6 February 2013: Lt. Gen. Noel Coballes, commanding general of the Philippine Army, visited CFE and met with the director to discuss future collaboration. He requested senior operational-level activities to compliment participation in the joint U.S.-Philippines Balikatan Exercise and the ASEAN Disaster Response Exercise.

Philippine Standing Committee Meeting, 25 February – 1 March 2013: A SME from CFE attended the U.S.-Armed Forces of the Philippines (AFP) Standing Committees Meeting (SCM) at Camp Aguinaldo, Quezon City, Metro Manila, Philippines. The SCM working group meeting collaborates in the writing of the U.S.-Government of the Philippines Mutual Defense Board/ Security Engagement Board (MDB/SEB) support plan for calendar years 2014-2018. The MDB/SEB is signed by the commander, U.S. Pacific Command and the commander, Armed Forces of the Philippines. The MDB/SEB is a five-year plan, updated annually, listing essential tasks and objectives that need to be accomplished. HADR is a working group under the Training and Operations Standing Committee, set up by the MDB/SEB. It is also part of the Interagency Standing Committee and the Civil-Military Operations Standing Committee.

U.S. - Indonesian Bilateral Defense Discussion, 25-27 February 2013: As host for the U.S.-Indonesian Bilateral Defense Discussion, CFE assisted in the synchronization of over 45 HADR-focused events for 2013 and 2014. The event provided the staff a broad perspective for assessing and coordinating activities, including multinational exercises and TTXs that increase regional (ASEAN) response capacity and unity of effort.

Canadian Senior Leader Briefing, 5 March 2013: CFE held a briefing and roundtable HADR discussion with Maj. Gen. Steven Noonan, Canadian deputy chief of Joint Operations Command in Honolulu on 5 March.

Swedish National Defense College Visit, 2 April 2013: Representatives from the Swedish National Defense College visited Hawaii from 25 March to 12 April. A CFE SME hosted a visit and briefing on 2 April for a field grade officer and a professor from their equivalent War College. The overarching aim of the visit was to increase the understanding of logistic operations, primarily from a military context.

International Conference on Civil-Military Coordination during Disaster Response in Bangkok, 30 April 2013: The CFE director presented a paper on civil-military coordination and collaboration at the International Conference on Civil-Military Coordination during Disaster Response in Bangkok. The Government of Thailand has requested CFE support for enhancing civil-military coordination within their nation. CFE has been awarded Overseas Humanitarian, Disaster and Civic Aid (OHDACA) funding for this engagement opportunity.

Thailand Ministry of Defense Civil-Military Engagement Plan Discussion, June 2013: The director and an HADR specialist, met with Thailand Ministry of Defense officials to discuss the FY13-14 civil-military engagement plan. CFE has been funded to facilitate a three-part engagement with Thailand to improve civil-military relations and HADR response operations based on lessons learned from the 2011 Thailand floods. The first engagement will sponsor UN OCHA civil-military coordination training followed by a TTX to test the recently adopted civil-military standard operating procedures, with the final engagement focusing on lessons learned and the way ahead.

Humanitarian Logistics Conference, 4 – 5 June 2013: CFE's chief of applied research provided a 90-minute training module and participated in a workshop on Humanitarian Logistics in Kuala Lumpur, Malaysia.
Maj. Gen. Domingo of the Armed Forces Philippines (AFP) Visit to CFE, 12 June 2013: The director met with Maj. Gen. Virgilio Domingo, AFP, to discuss a potential two-week training course CFE would provide to the Philippine Armed Forces Staff College. The course would consist of civil-military coordination, humanitarian assistance response training and would culminate in a disaster response TTX. This is similar to CFE’s participation in the USMC University’s Nine Innings program.

U.S. Pacific Command Security Cooperation Conference (PACSCC), 15-19 June 2013: The director and an HADR specialist participated in the Pacific Command Security Cooperation Conference in Bangkok, Thailand. CFE gained insight into HADR activities from a security cooperation view and was able to better define the need for increased coordination and synchronization of HADR events and activities throughout the theater, and a potentially expanded role for the Center as USPACOM HADR coordinator. The outcomes for the Center were several requests by security cooperation officers for additional HADR engagement in their assigned countries including Laos and Cambodia.

Asia-Pacific Intelligence Chiefs Conference, 17-21 June 2013: The CFE director participated in the Asia-Pacific Command Intelligence Chiefs Conference in Jakarta, Indonesia, and was a moderator for the conference’s HADR panel. During the panel Bangladesh and Indonesia briefed 10 years of progress in disaster management preparation, New Zealand presented the civil-military response to the Christchurch earthquake, and Malaysia briefed the 2012 TTX designed to improve the intelligence communities’ information sharing process and procedures during disasters.


Logistics Institute – Asia-Pacific (Singapore, July 2013: A CFE SME met with the director of Logistics Institute-Asia-Pacific in Singapore regarding humanitarian logistics. CFE has begun formalizing this partnership and has agreed to teach 3-4 civil-military courses throughout the area of responsibility next year.

U.S.-Philippines Mutual Defense Board-Security Engagement Board (MDB/SEB), July 2013: CFE’s DMHA advisor and engagements officer participated in the U.S.-Philippines Mutual Defense Board-Security Engagement Board DB-SEB (Executive Committee) EXECOM Meeting at Camp Aguinaldo in Metro Manila. The EXECOM executive committees, sub-committees and working groups were charged with updating the five-year MEB/SEB support plan for Calendar Year 2014. The USPACOM J5 and Armed Forces of the Philippines (AFP) J5 chaired the EXECOM and signed off on the recommendations for the activities list, terms of reference and final objectives for the final MDB/SEB meeting (17-18 Oct) in Honolulu with commander, USPACOM, and the chief of staff of the AFP. The purpose of the CFE’s participation was to identify service component activities that could benefit from synchronization efforts in HADR, with a focus on building AFP capacity for disaster management and mitigation.

Risk-Informed Disaster Management: Planning for Response, Recovery and Resilience, 7-10 July 2013: The CFE director and a SME attended a conference in Brisbane, Australia sponsored by the Centre for Emergency and Disaster Management at the Queensland Institute of Technology.

Tempest Express 23, 30 July - 7 August 2013: Tempest Express 23 was co-hosted by the USPACOM Multinational Planning Augmentation Team (MPAT) and the New Zealand Defence Force in Wellington, New Zealand. It was a multinational tabletop exercise (TTX) attended by eighteen countries with approximately 85 total participants to improve the ability of nations and organizations in the Asia-Pacific region to better respond to crises requiring international cooperation. CFE’s DMHA advisor and engagements officer assisted the MPAT team in scenario storyboarding, MSEL development, and role-playing.

Vietnamese Delegation Visit, 13 August 2013: On 13 August, a Vietnamese Delegation visited CFE as part of their attendance at an APCSS course. The CFE director and staff discussed future HADR engagement opportunities.

Vietnam BDD (Bilateral Defense Dialogue), 11-16 August 2013: From 11 – 16 August, the CFE director and DMHA advisor and engagements officer hosted the Vietnamese People’s Army delegation for a roundtable discussion on future engagements. CFE’s participation in BDDs is to assist USPACOM regional
and desk officers and country teams prioritize HADR activities and engagements. The delegation requested CFE facilitate training on requesting, accepting and managing international assistance during a disaster. CFE will partner with USAID Office of Foreign Disaster Assistance (USAID OFDA) and UN OCHA to develop this training event.

**Phoenix Spirit 13, 11-18 August 2013:** CFE’s DMHA advisor and engagements officer participated in an Australian Defence Forces (ADF) event to foster constructive military-to-military engagement between the United States, China and New Zealand. Approximately 45 participants attended the event in Christchurch, New Zealand to share information on HADR capabilities, experiences, and regional plans. The event also drew the participation of the regional emergency management personnel, academia, and first responders. Each country provided a 15-minute overview of their respective HADR response capability and a case study. The major difference in domestic HADR among the countries is the lack of civilian oversight or accountability of the PLA in a domestic response.

**APCSS Comprehensive Crisis Management Course, 15 August – 17 September 2013:** In September, CFE supported this course by funding four Thai participants and sending CFE’s senior research analyst to the course. The CFE-APCSS partnership continues to grow with the CFE assisting in disaster management and risk reduction course design for the upcoming Advanced Security Course.

**Defense Trilateral: Burma-Thailand-U.S., 17-24 August 2013:** At the request of the Joint U.S. Military Advisory Group Thailand (JUSMAGTHAI), CFE participated in the Burmese-Thailand-U.S. trilateral talks from 17 – 24 August, presenting two HADR briefs and participating in discussions on building partnerships in disaster management including both HADR and military medicine. This event was a first step in developing future HADR and military medical engagements with the Burmese military. The discussions, site visits, and a host of social events occurred between 20 and 23 August in Bangkok, Pattaya, and Sattahip, Thailand. The discussion focused on HADR and military medicine, and the event was a first step in building a collaborative relationship with the Burmese military.

**Bangladesh Delegation Visit, 29 August 2013:** On 29 August, CFE hosted a delegation of Bangladesh disaster management professionals attending APCSS’ Crisis Management Course. The delegation was led by the Honorable Munir Chowdbury, joint secretary, Minister of Disaster Management Relief, People’s Republic of Bangladesh and five other civilian and military professionals. After a short reception, Secretary Chowdbury provided an hour discussion on Bangladesh disaster management structure, capabilities, lessons learned and institutional improvements in disaster management since 1991. CFE staff discussed the possibility of assisting in establishing the first South Asian Association for Regional Cooperation (SAARC) regional HADR TTX.

**UN OCHA Civil-Military Coordination Course, 3-6 September 2013:** UN OCHA held a Civil-Military Coordination Course for CFE and service component staff at the Center from 3-6 September, with support from USAID OFDA. The purpose of this course is to train experienced humanitarian personnel and potential civil-military officers to fulfill disaster response responsibilities and to contribute to improving the effectiveness of international relief operations by promoting appropriate and effective humanitarian civil-military relationships. CFE met with representatives from UN OCHA concerning proposed plans for the UN OCHA Civil-Military Coordination Course held at CFE from 3-6 September.

**Laos PDR Bilateral Defense Discussions (BDD), 23-24 September 2013:** CFE’s DMHA advisor and engagements officer participated in the Laos-PDR Bilateral Defense Discussions from 23-24 September, providing a CFE capabilities brief and highlighting CFE’s support to the Vietnamese and Chinese co-chairs during the ASEAN Defense Ministers Meeting Plus Expert Working Group (ADMM+ EWG) on HADR. CFE discussed FY14-15 engagement opportunities and offered to continue our support of the EWG when Laos and Japan assume co-chairmanship next year. CFE also highlighted previous bilateral DMHA activities with Laos, particularly CFE’s Pandemic Influenza Program.

**India and Nepal Delegation Visit, 23-24 September 2013:** CFE hosted Mr. Vinay Kajla, joint advisor, National Disaster Management Authority, Ministry of Home Affairs, Government of India and Mr. Dipendra Raj Paudel, undersecretary, Ministry of Defense,
Government of Nepal for an in-depth briefing on disaster management capabilities in those countries. The India and Nepal Delegation visited CFE as part of their attendance at Asia-Pacific Center for Security Studies (APCSS) course to discuss future HADR engagement opportunities.

**Australian Civil-Military Center Visit, 23 September 2013:** CFE visited the Australian Civil-Military Center (ACMC) to meet with military advisor, Col. Rowan Martin, of the ACMC. CFE and ACMC have had a partnership in providing civil-military capability in the Asia-Pacific since ACMC’s inception in 2008. The purpose of this meeting was to explore future partnerships.

**Pandemic and Emerging Infectious Disease Conference, 25 – 27 September 2013:** Representatives from CFE, Australia and Canada attended a MARFORPAC hosted conference to discuss didactic information sharing, major concepts and constructs and scenario-driven discussion for pandemic and emerging infectious disease preparedness.

**Conferences and Seminars**

**Asia-Pacific Health Strategy Conference, 11-12 October 2012:** CFE medical team representatives attended this conference held on Ford Island in order to engage with regional health professionals. The meetings allowed CFE experts to network with the HADR SMEs from various parts of the USPACOM AOR. The conference provided consortium members with a forum to discuss health policies of participant nations within the AOR. Participants included representatives from Australia, Bangladesh, Indonesia, Japan, Korea, Mongolia, New Zealand, Republic of the Philippines, Thailand, U.S., and Vietnam.

**PDC HADR Event and Exercise Capacity Enhancement Knowledge Exchange Workshop, 30 – 31 October 2012:** This interactive workshop hosted by PDC on Maui brought together representatives from U.S. Southern Command, U.S. Army South, U.S. Northern Command, USPACOM, and U.S. Army Pacific to address HADR event and exercise challenges, and provide an opportunity to exchange ideas, enhance training and problem solving capacities and capabilities.

**UN OCHA On-Site Command Center Training, May 2013:** The CFE director attended international humanitarian and NGO response operations training provided by the United Nations Office for the Coordination of Humanitarian Affairs.
USPACOM Support

USPACOM Chief of Staff Visit, 31 October 2012: CFE hosted a visit by the USPACOM chief of staff.

Asia-Pacific Orientation Course (APOC), 31 January 2013: CFE SME provided HADR presentations in support of the APCSS APOC which provides graduate-level instruction to junior officers (senior O-3s and O-4s) and civilian equivalents on trends and current issues shaping the Asia-Pacific security environment. The course focuses on U.S. policy and provides instruction to culture, politics, protocols, and challenges of key countries in the Asia-Pacific. The two-part curriculum examines regional security perspectives from a geographic point of view, with lectures on both sub-regions and nation states, and also from a comprehensive security issues perspective, where attention is given to both historical and emerging issues. Topics in the second part of the course include traditional, political, economic and military transnational security issues, as well as the entire scope of immigration, environmental degradation, and the effects of demographics on security. This rigorous program of lecture, study and discussion equips graduation course fellows with policy perspectives and tools important to their challenging career fields.

Social Media for Crisis Support, 5 February 2013: The CFE was invited to participate in an informal roundtable at the USPACOM Joint Intelligence Operations Center (JIOC) with Ms. Corina DuBois, medic chief in the Bureau of Consular Affairs. The overview provided how the Bureau uses social media for crisis support.

APCSS SEAPOC (Senior Executive Asia-Pacific Orientation Course) 6-8 February 2013: The CFE director attended the three-day SEAPOC course hosted by the APCSS in Honolulu.

Combined Force Maritime Component Command (CFMCC) Flag Officer’s Course, 8 February 2013: CFE provided a two-hour block of instruction and discussion during this COMPACFLT and the Naval War College sponsored course. The discussion focused on maritime combined task force (CTF)/JTF concerns during a rapid onset HADR mission. CFE’s briefing discussed the unique aspects of the international humanitarian assistance mission. Instruction focused on the affected state, international response organizations, U.N. agencies, and nongovernmental organization responders, and their interactions with foreign militaries conducting disaster response operations.

International Visitors Leadership Program (IVLP), 15 February 2013: SMEs from CFE provided an HADR briefing at the University of Hawaii’s East-West Center as part of the Department of State sponsored ILVP. Their three-week program is arranged by Meridian International Center and addresses aspects of U.S. foreign policy in Northeast Asia, with emphasis on the enduring strategic relationship between the U.S. and Japan.

USPACOM J35 DJTFAC HADR Training, 22 February 2013: CFE provided instruction to the DJTFAC and a matrixed team focusing on JTF commander and principal staff responsibilities during the response phase of an HADR mission. CFE is a member of the DJTFAC and attends monthly training.

United States Army War College (USAWC) International Fellows Program, 22 February 2013: CFE was requested to support the USAWC International Fellows Program. The Unified Commands Field Studies program includes visits to USPACOM, Joint POW/MIA Accounting Command and APCSS.

Humanitarian Assistance and Disaster Relief Geospatial Intelligence (GEOINT), 25 February 2013: CFE SMEs attended the NGA/USPACOM JIOC GEOINT HADR Training and Planning Conference at Ford Island on 25 February. CFE presented two periods of instruction to a GEOINT Certification Course. The instruction focused on how intelligence officers can support JTF commanders during a HADR operation. This effort is a continuation of a long-term effort with the J2 to develop information sharing guidelines for Asia-Pacific militaries during HADR operations.

Science and Technology Conference, 4-8 March 2013: The CFE director attended the annual USPACOM J8 sponsored science and technology conference in Honolulu.

Queensland University of Technology International Conference, July 2013: The CFE director provided the keynote address to the 9th Annual Queensland University of Technology International Conference of the Institute for Infrastructure, Renewal, and Reconstruction on the advances and challenges of response preparedness in Asia-Pacific. During the conference, she met with Alan Ryan, director of the Australia Civil-Military Center to discuss future opportunities for collaboration and partnership. The conference covered disaster management planning for response, recovery and resilience.

CFE-USPACOM J5 Staff to Staff Talks, July 2013: Staff from both organizations met to discuss the appropriate role for CFE's leadership of HADR activities in the theater. CFE agreed to more responsibility during BDDs and in planning and tracking HADR events. A decision paper was drafted for staffing and J00.

RAND Study on Disaster Relief Efforts in the Asia-Pacific, August 2013: Dr. Jennifer Moroney, lead author for the 2013 RAND study on “Lessons from Department of Defense Disaster Relief Efforts in the Asia-Pacific Region” agreed to visit the CFE during October 2013 to discuss the report and the 20 recommendations provided therein.

MARFORPAC Support, 24 September 2013: CFE trained newly assigned MARFORPAC staff officers by providing a block of instruction on the military role in HADR operations.

Pacific Air Forces International Nurses Symposium, September 2013: CFE supported this event by providing training on civil-military coordination and humanitarian principles.

FY14-20 China Engagement Working Group, September 2013: As the HADR Sub-Working Group lead, CFE briefed its proposed engagement plan and synchronized HADR line of effort to USPACOM J5 and J4. CFE SME attended the Mongolian Defense Reform Working Group and Execution Planning Working Group to discuss mutually beneficial lines of effort between nations.

Mongolian Defense Reform Working Group and Execution Planning Working Group Meeting, 25 September 2013: This event is a working group at the action officer level to discuss Mongolian Defense Reform lines of operation and U.S.-Mongolian engagements. CFE SME gave a briefing of CFE programs and past engagements with the Mongolian National Emergency Management Agency.

“Your presentation greatly enhanced our knowledge and appreciation for the environment and its importance to national security.”

- Dwight D. Eisenhower School for National Security and Resource Strategy roundtable student participants
Exercise Support

Talisman Saber 2013 Mid-Planning Conference (MPC), 22-31 October 2012: CFE representatives attended this conference at the Pacific Warfighting Center (PWC) on Ford Island. The exercise will take place in Australia and CFE representatives will participate from the PWC. CFE developed and integrated HADR scenario events and facilitated civil-military coordination for this bilateral joint exercise.

Cobra Gold MSEL Conference and Final Planning Conference (FPC), 29 October – 3 November 2012: At this conference, CFE determined it will not participate in Cobra Gold 2014.

Balikatan 2013 (BK13) MSEL Conference and FPC, 3-7 December 2012: CFE developed and integrated HADR scenario events and facilitated civil-military coordination for multilateral joint exercise to improve interoperability. International humanitarian community (IHC) participants in BK13 will include U.N. agencies, international organizations, nongovernmental organizations and Republic of the Philippines government agencies. BK13 will also validate Republic of the Philippines-U.S. Military HADR concept of operations (CONOPS).

Asia-Pacific Intelligence Chiefs Conference (APICC) HADR Information Sharing TTX, 11-13 December 2012: CFE staff supported this conference at the PWC. This USPACOM J2-hosted TTX validated information sharing protocols for international HADR operations in the Asia-Pacific region based on Military Assistance to Disaster Relief Operations (MADRO) guidelines, examined knowledge management procedures and tools, and established an All Partners Area Network (APAN) community of interest forum to continually exchange data between partner nations. CFE will assist in testing the Guidelines for Information Support to Military Disaster Relief Operations in an upcoming multinational exercise, as well as help integrate APICC participants, processes, and technology into other HADR related initiatives.

2013 ARF (ASEAN Regional Forum) Disaster Relief Exercise (DIREX IPC), 14-16 January 2013: The ARF DIREX which occurred in May 2013 was designed to increase regional capacity for civil-military coordination during a disaster response. The ARF DIREX 2013 co-chairs are the Kingdom of Thailand and the Republic of Korea. The co-chairs requested USPACOM J7 support in organizing this exercise.

“Your center definitely helped to advance one of the Department of Defense’s and USPACOM commander’s highest priorities – strengthening alliances and partnerships.”

– W.L. Metts, Rear Admiral, U.S. Navy Director for Intelligence, USPACOM
SMEs from CFE attended the IPC to facilitate HADR planning. The overarching scenario for ARF DIREX 2013 included a magnitude 8.9 earthquake and subsequent eight-meter high tsunami in the Andaman Sea. Concurrently, the scenario included a manmade chemical disaster. The FTX focused on two objectives: (1) demonstration of search and rescue capabilities that integrate with medical, engineer, chemical response requirements and (2) use of the Incident Command System through the Multi-National Coordination Center. The TTX focused on those national and regional coordination mechanisms that will address reception and integration of assisting nations’ capabilities, theater transportation requirements, and national limitations/requirements. This exercise continued the theme of the previous two DIREX to enhance regional and affected nation civil-military coordination and cooperation in response to a disaster.

Talisman Saber 2013 Staff Exercise (STAFFEX), 28 January – 7 February 2013: CFE assisted in the synchronization of HADR focused events for this 7th Fleet event in Yokosuka, Japan. At the request of USPACOM J7, CFE provided Combined Task Force (CTF) training for over 150 U.S. and Australian Defence Force (ADF) officers aboard the USS Blue Ridge (LCC-19) as part of the workup for the Talisman Saber 2013 Command Post Exercise (CPX) in July 2013. CFE SMEs provided briefings to U.S. and Australian CTF officers on civil-military planning and coordination as well as international humanitarian stakeholders.

Marine Corps University Nine Innings Exercise Initial Planning Conference (IPC), 30 January 2013: The director of the Marine Corps Command and Staff College visited CFE to solicit support for their end-of-year capstone exercise which was held in Quantico during May 2013. The Nine Innings Exercise focuses on Southeast Asia. The students will produce two operational-level contingency plans for a HADR response in Indonesia and conflict mitigation in the South China Sea. USPACOM and CFE supported the initial Nine Innings Exercise in 2012. CFE will provide two HADR subject matter experts for the exercise this year.

Balikatan 2013 CPF/Field Training Exercise (FTX), 3-7 April 2013: CFE participated in Balikatan 2013 exercise functioning as the international humanitarian community, nongovernmental organization, and U.S. and Philippines interagency planner within the Exercise Control Group. The CFE SME also conducted civil-military coordination during HADR operations training.

2013 ARF DIREX FPC, 1-4 April 2013: CFE supported the ASEAN Regional Forum Disaster Relief Exercise (ARF DIREX) final planning conference in Hua Hin, Thailand from 1-4 Apr with a HADR planner and a SME.

The ADMM+ HADR and Military Medical Experts Working Group Exercise (AHMX) FPC, 15-19 April 2013: This conference was held in Bandar Seri Begawan, Brunei from 14-18 April. CFE supported MARFORPAC, the USPACOM executive agent, with an HADR planner and SME who assisted in developing a plan of action and organization for coordinating HADR operations during the exercise. The AHMX occurred in Brunei 16-20 June and was designed to increase regional capacity and multinational collaboration during disaster response operations.

Marine Corps University (MCU) Nine Innings Exercise, 6-24 May 2013: Nine Innings is the name of the MCU Capstone exercise. Over 250 Command and Staff course students and another hundred mentors and support staff participated in this event. Students filled key USPACOM and component staff positions. Over a dozen USPACOM staff officers, including two from CFE, supported some portion of this event with lectures, regional insight, and subject matter expertise. The exercise was designed to promote student understanding of the interagency management system, the institutional culture and capabilities of various U.S. government agencies, international humanitarian organizations, and the role of the Geographic Combatant Command and Service Components. Lt. Gen. Conant, deputy commander, USPACOM, received the out-brief via VTC from the student commander, USPACOM and staffs.

2013 ASEAN Regional Forum Disaster Relief Exercise (ARF DIREX), 7-10 May 2013: CFE provided subject matter expertise in support of the ASEAN Regional Forum Disaster Relief Exercise (ARF DIREX). The exercise continued the theme of enhancing national and regional civil-military coordination during disaster response operations. ARF DIREX provided the opportunity for 29 countries and other organizations to enhance cooperation, coordination and interoperability at the national, regional and international level. The director attended the exercise.
and CFE staff provided expertise and manpower to the after action review process.

**Commando Sling TTX, 22-23 May 2013:** CFE staff participated in this bilateral TTX Commando Sling with the Singapore Armed Forces. The exercise scenario included an earthquake near a fictitious island nation near Singapore with a tsunami and damage from a nuclear power plant. The follow-up to this TTX was an HADR exercise with Singapore in August 2013.

**ADMM+ HADR and Military Medical Experts Working Group Exercise (AHMX) FPC, 10-21 June 2013:** CFE staff participated in this FPC which was held in Brunei, and was intended to increase regional capacity and multinational collaboration during disaster response operations. The exercise was the culmination of two years planning and collaboration. CFE staff provided subject matter expertise in HADR for the exercise.

**ADMM+ HADR and Military Medical Experts Working Group Exercise (AHMX) FTX, 7-22 June 2013:** CFE provided subject matter expertise to this exercise in Brunei. The AHMX co-chairs were the Chinese Peoples’ Liberation Army and the Vietnamese People’s Army for HADR and the Singaporean Armed Forces and Japanese Self Defense Force for military medical. This exercise was a successful event highlighting the establishment of the Multinational Coordination Center housed in a new facility with state of the art communications.

**Tempest Express Exercise, 29 July – 7 August 2013:** CFE provided subject matter expertise to this event in Wellington, New Zealand to test and improve the Multinational Force Standard Operating Procedure using an HADR scenario.

**Phoenix Spirit Exercise, 29 July – 7 August 2013:** CFE SME attended this inaugural exercise to facilitate HADR planning. Phoenix Spirit 2013 was the initiative that grew out of discussions with the Australian Defence Force (ADF) to develop an exercise to foster military engagement among the U.S., China, Australia and New Zealand. Approximately 45 participants attended the event to share information on HADR capabilities, experiences, and regional plans. The event also drew the participation of the regional emergency management personnel, academia, and first responders. Each country provided a 15-minute overview of their respective HADR response capability and a case study.

**Cobra Gold Exercise Initial Planning Conference, August 2013:** A CFE SME participated in this exercise IPC, an event CFE has supported as the HADR White Cell Coordinator since 2012. Cobra Gold 14 will increase CFE participation to include JTF assistance for planning and execution.

**Commando Sling Disaster Response Exercise, 20 – 22 August 2013:** A CFE SME participated in the US-PACOM-Singapore Armed Forces bilateral humanitarian disaster response exercise held at the Changi C2 Center in Singapore. Using a scenario developed by CFE, the TTX covered deployment planning, force staging, response, and two special issues - CBRNE and infectious diseases. Singapore requested training in the area of foreign HADR. The Commando Sling TTX is based around a HADR event such as the one that occurred in Japan (Operation Tomodachi) with an earthquake near a fictitious island nation close to Singapore. The CFE SME facilitated HADR planning and coordination during exercise.

**United States Forces Korea (USFK)/U.S. Embassy HADR TTX Discussion, August 2013:** The CFE began a discussion with U.S. Embassy Seoul regarding a USFK/U.S. Embassy HADR TTX tentatively scheduled for late FY14. This will be the third time CFE has facilitated this event.
Theater Campaign Plan (TCP) Support

CFE partners with the USPACOM All Hazards Sub-Working Group in support of TCP 5000-20.

TCP 5000-20 Development, 4 Nov – 14 Dec 2012: CFE provided HADR input to Appendix 7 All Hazards. The TCP 5000-20 Development for FY 16-20 will tie ends, ways, means, and risk together to provide an action plan for USPACOM theater strategy.


TCP Project Submissions, January – February 2013: CFE staff submitted OHDACA projects for USPACOM/DoD funding to enhance partner nation HADR capacity building.

TCP 5000-20 Theater Campaign Resource Joint Planning Group (JPG), 4-8 February 2013: 2013 sub-campaign planning leads met with CFE SMEs and held a USPACOM theater campaign resource JPG to align resources to TCP objectives for FY 16-20.

TCP 5000-20 O6 Level Review, 10 – 25 February 2013: All USPACOM directorates, components and DRUs conducted an O-6 level review of TCP 5000-20.

TCP 5000-20 FOGO Level Review, 11-29 March 2013: All PACOM directorates, components and DRUs conducted a FOGO level review of TCP 5000-20.

TCP 5000-20 Pacific Command Security Cooperation Working Group, July 2013: CFE director and a SME participated in a working group to finalize program planning and funding for FY13-14 events.
## Master List of Events

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian Army Humanitarian Assistance Response Training (HART) Course</td>
<td>9-12 October</td>
</tr>
<tr>
<td>Asia-Pacific Health Strategy Conference</td>
<td>11-12 October</td>
</tr>
<tr>
<td>Talisman Saber 13 Mid-Planning Conference (MPC)</td>
<td>22-31 October</td>
</tr>
<tr>
<td>International Combating Terrorism Fellows</td>
<td></td>
</tr>
<tr>
<td>Civil-Military Coordination Panel</td>
<td></td>
</tr>
<tr>
<td>Cobra Gold Master Scenario Events List (MSEL) Conference and Final Planning Conference (FPC)</td>
<td>29 Oct – 3 November</td>
</tr>
<tr>
<td>Pacific Disaster Center HADR Event and Exercise Capacity Enhancement Knowledge Exchange Workshop</td>
<td>30 – 31 October</td>
</tr>
<tr>
<td>USPACOM Chief of Staff Visit</td>
<td>31 October</td>
</tr>
<tr>
<td>TCP 5000-20 Development, 4 Nov – 14 Dec 2012</td>
<td></td>
</tr>
<tr>
<td>Balikatan 2013 (BK13) Master Scenario Events List (MSEL) Conference and Final Planning Conference (FPC)</td>
<td>3-7 December</td>
</tr>
<tr>
<td>TCP 5000-20 Capabilities Development Working Group, 3-7 December</td>
<td></td>
</tr>
<tr>
<td>Asia-Pacific Conference on Military Assistance to Disaster Relief, 10-14 December</td>
<td></td>
</tr>
<tr>
<td>Asia-Pacific Intelligence Chiefs Conference (APICCC) Humanitarian Assistance and Disaster Relief Information Sharing Table Top Exercise (TTX), 11-13 December</td>
<td></td>
</tr>
<tr>
<td>Japan-Korea-U.S. Defense Trilateral Talks Table Top Exercise (TTX) on HADR Information Sharing, 12-13 December</td>
<td></td>
</tr>
<tr>
<td>TCP Project Submissions, January – February</td>
<td></td>
</tr>
<tr>
<td>2013 ARF (ASEAN Regional Forum) DIREX IPC (Disaster Relief Exercise)</td>
<td>14-16 January</td>
</tr>
<tr>
<td>Association of Southeast Asian Nations (ASEAN) Coordinating Center for Humanitarian Assistance (AHA) Center Assessment, 21-23 January</td>
<td></td>
</tr>
<tr>
<td>Talisman Saber 13 Staff Exercise (STAFFEX), 28 January – 7 February</td>
<td></td>
</tr>
</tbody>
</table>

### Marine Corps University Nine Innings Exercise Initial Planning Conference (IPC), 30 January

### Asia-Pacific Center for Security Studies (APCSS), Asia Pacific Orientation Course (APOC), 31 January

### TCP 5000-20 Theater Campaign Resource JPG, 4-8 February

### Social Media for Crisis Support, 5 February

### Commanding General Philippine Army Visit, 6 February

### Asia-Pacific Center for Security Studies (APCSS), SEAPOC (Senior Exec Asia-Pacific Orientation Course), 6-8 February

### Combined Force Maritime Component (CFMCC) Flag Officer’s Course, 8 February

### TCP 5000-20 O6 Level Review, 10 – 25 February

### International Visitors Leadership Program (IVLP), 15 February

### USPACOM J35 Deployable Joint Task Force Augmentation Cell (DJTFAC) HADR Training, 22 February

### United States Army War College (USAWC) International Fellows Program, 22 February

### Humanitarian Assistance and Disaster Relief Geospatial Intelligence Training and Planning Conference, 25 February

### Philippine Standing Committee Meeting, 25 February – 1 March

### U.S. - Indonesian Bilateral Defense Discussion, 25-27 February

### USPACOM Science and Technology Conference, 4-8 March

### Canadian Senior Leader Briefing, 5 March

### Association of Southeast Asian Nations (ASEAN) Regional Forum (ARF) Disaster Relief Meeting, 11-12 March

### Joint Task Force Humanitarian Assistance Response Training (HART) Course, 3rd MEB Command Element, 11-13 March 2013

### TCP 5000-20 FOFO Level Review, 11-29 March

### Humanitarian Assistance Response Training (HART) Course, EWTGPAC International Students, 19-22 March
2013 ARF (ASEAN Regional Forum) DIREX IPC (Disaster Relief Exercise), ARF DIREX Final Planning Conference, 1-4 April
Swedish National Defense College Visit, 2 April
Balikatan 2013 CPF/Field Training Exercise (FTX), 3-7 April
Environment Industry Study Group of the Eisenhower School for National Security & Resource Strategy, 8 April
Health Emergencies in Large Populations (HELP) – International Committee of the Red Cross (ICRC) Conference, 15-16 April
The ASEAN Defense Ministerial Meeting Plus HADR and Military Medical Experts Working Group Exercise (AHMX) Final Planning Conference ASEAN HADR / MM FTX FPC, 15-19 April
National Guard State Partnership Program Workshop, 22 April
Future State Partnership Humanitarian Assistance Response Training Course Discussion, 22-26 April
The International Conference on ASEAN Defence Establishments and Civil Society Organization, 30 April
Commando Sling Table Top Exercise (TTX), 22-23 May
ASEAN Defense Ministerial Meeting Plus (ADMM+) HADR and Military Medical Experts Working Group Exercise (AHMX) Final Planning Conference, May
United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) On-Site Command Center Training, May
Marine Corps University Nine Innings Exercise, 6-24 May
2013 ARF DIREX, 7-10 May
Thailand Ministry of Defense Civil-Military Engagement Plan discussion, 14-19 June
Humanitarian Logistics Conference, 4 – 5 June
ADMM+ HADR MM EWG FTX: (TSCMIS) ASEAN HADR / MM FTX, 7-22 June
Maj. Gen. Domingo of the Armed Forces Philippines (AFP) visit to CFE, 12 June
Pacific Command Security Cooperation Conference (PACSCC), 15-19 June
Asia-Pacific Intelligence Chiefs Conference, 17-21 June
Defense Trilateral Talks (DTT) /HADR Working Group, 18 June
Association of Southeast Asian Nations (ASEAN) Humanitarian Assistance Center (AHA) Visit, 20 June: Jakarta, Indonesia, 20 June
CFE New Facility Grand Opening Ceremony, 26 June
Logistics Institute – Asia-Pacific, Singapore, July
TCP 5000-20 Pacific Command Security Cooperation Working Group, July
Queensland University of Technology International Conference, 7-10 July
U.S.-Philippines Mutual Defense Board-Security Engagement Board (MDB/SEB), 21-26 July
CFE/USPACOM J5 Staff to Staff Talks, July
Risk-informed Disaster Management: Planning for Response, Recovery and Resilience, 7-10 July
Cobra Gold 2014 IPC, August
United States Forces Korea (USFK)/U.S. Embassy HADR Table Top Exercise (TTX) Discussion, August
Tempest Express Exercise, 29 July – 7 August
Phoenix Spirit Exercise, 29 July – 7 August
RAND Study on Disaster Relief Efforts in the Asia-Pacific, August
USPACOM / Service Component Joint Task Force Humanitarian Assistance Response Training Course (HART), 6-8 August
Vietnamese Delegation Visit, 13 August
Vietnam BDD (Bilateral Defense Dialogue), 11-16 August
Asia-Pacific Center for Security Studies, Comprehensive Crisis Management Course, 15 August – 17 September
Defense Trilateral: US, Burma, Thailand, 17-24 August
Commando Sling Exercise, 20 – 22 August
Bangladesh Delegation Visit, 29 August
PACAF International Nurses Symposium, September
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14-20 China Engagement Working Group, September</td>
<td></td>
</tr>
<tr>
<td>Association of Southeast Asian Nations (ASEAN) and Marine Forces Pacific (MARFORPAC) Bio Workshop</td>
<td>3-5 September</td>
</tr>
<tr>
<td>United Nations Office of Coordination of Humanitarian Affairs (UN OCHA) Civil-Military Coordination Course</td>
<td>3-6 September</td>
</tr>
<tr>
<td>Cambodia Bilateral Defense Discussions (BDD), 9-14 September</td>
<td></td>
</tr>
<tr>
<td>Laos-PDR Bilateral Defense Discussions (BDD)</td>
<td>23-24 September</td>
</tr>
<tr>
<td>India and Nepal Delegation Visit, 23-24 September</td>
<td></td>
</tr>
<tr>
<td>Australian Civil-Military Center Visit, 23 September</td>
<td></td>
</tr>
<tr>
<td>Marine Forces Pacific (MARFORPAC) Support, 24 September</td>
<td></td>
</tr>
<tr>
<td>Mongolian Defense Reform Working Group and Execution Planning Working Group Meeting</td>
<td>25 September</td>
</tr>
<tr>
<td>Pandemic and Emerging Infectious Disease Conference, 25 – 27 September</td>
<td></td>
</tr>
<tr>
<td>New Zealand Command and Staff Course HADR Panel, 7 November</td>
<td></td>
</tr>
<tr>
<td>USPACOM State Partnership Program Action Officer Workshop, 7 November</td>
<td></td>
</tr>
<tr>
<td>ASEAN Defense Ministers’ Meeting –Plus Humanitarian Assistance and Disaster Relief and Military Medicine Exercise (ADMM+ HADR MM EWG FTX MPC)</td>
<td>21-23 January</td>
</tr>
</tbody>
</table>
CFE Staff

Command Staff
Dr. Pamela K Milligan, Director
Alberto “Mo” Morales Jr., Executive Officer
Venus Graves, Executive Secretary
James Kenwolf, Mission Support Specialist
Heather Walker, Program Analyst

Communications
Hilton Lim, Communications Analyst
Andres Mukk, Communications Strategist
Katryn Tuton, Editor

Civil Military Emergency Preparedness (CMEP) Program
Dominic Sparacio, CMEP Manager
Monique Wheeler, Assessment Analyst

Information Technology
Roderick Macalintal, IT Lead
Dante Mercado, IT Specialist

Knowledge Management
Muhammad “Pervaiz” Meer

Plans, Operations & Engagements
Doug Wallace, Deputy Director of Plans, Operations & Engagements
Joyce Blanchard, DMHA Advisor
CPT Billy Croslow, Planning Officer
Andrea Dos Santos, DMHA Advisor
Michael Hallett, Planning Officer
Mick Korman, Planning Officer
Mara Langevin, DMHA Advisor
John Miller, Training and Education Manager
Senior Master Sgt. April Pastorius, Planning Chief
Mike Sashin, DMHA Advisor
Jobe Solomon, DMHA Advisor

Research
Alan Aoki, Research Analyst
Imes Chiu, Chief of Applied Research
Jeffrey Hensel, Research Analyst
Allison Leslie, Research Analyst
Tammy Makizuru-Higa, Research Analyst
Lloyd Puckett, CBRN Specialist

Travel
Karen Michel, Travel Specialist
Rochelle Nae’ole-Adams, Travel Analyst
Contact Information

Center for Excellence in Disaster Management & Humanitarian Assistance
456 Hornet Avenue
Joint Base Pearl Harbor-Hickam, Hawaii
Tel (808) 472-0518
Fax (808) 433-1757
http://www.cfe-dmha.org
Email cfe.dmha.fct@pacom.mil