

## **MCCMOS Circular**

# **Marine Civil-Military Operations Center**



## **Marine Corps Civil-Military Operations School (MCCMOS)**

**U.S. Marine Corps  
September 2020**

This circular supports the academic curricula of all MCCMOS Civil Affairs and Civil-Military Operations Programs of Instruction

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Throughout this circular, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either gender

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September 2020

## FOREWORD

Marine Corps Civil-Military Operations School (MCCMOS) Circular *Marine Civil-Military Operations Center*, is designed to clarify the role of Marine CA forces in the execution of civil-military operation coordination.

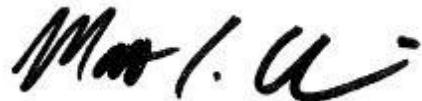
The overall purpose of this circular is to support MCCMOS programs of instruction with a more complete reference until such time that an update to civil-military operations-related publications are approved by the Deputy Commandant for Combat Development and Integration.

MCCMOS publications and applicable Marine Corps civil affairs doctrinal information is accessible at <https://www.trngcmd.marines.mil/Units/Northeast/Weapons-Training-Battalion/-MCCMOS/>

Recommendations for improvements to this pamphlet are encouraged from commands and individuals. The enclosed User Suggestion Form can be reproduced and forwarded to:

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Reviewed and approved this date.



M. C. CHAMBLISS  
Lieutenant Colonel, U.S. Marine Corps  
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# **CHAPTER 1**

## **INTRODUCTION**

*An effective solution to gaps in coordination, synchronization, and integration is the civil military operations center (CMOC).*

— JP 3-57

### **1000. OVERVIEW**

The civil-military operations center (CMOC) is the primary coordination interface for MAGTF forces and the civil populace, humanitarian organizations, international organizations (IOs), non-governmental organizations (NGOs), multinational forces (MNFs), host nation (HN) government agencies, and other United States Government (USG) departments and agencies. The CMOC is a functional organization, established to plan and facilitate coordination of MAGTF activities with other actors operating in the civil environment. The CMOC may be employed, domestically or overseas, whenever the conduct of civil-military operations (CMO) is required to support the MAGTF in the operational environment. CMOCs can be established at any echelon or level of the MAGTF and are effective at the operational level down to the tactical level. A CMOC is task organized to the mission, including staffing and augmentation by subject matter experts (SME) and other civil-military assets (e.g., engineers, medical, transportation) available to the supported commander. The CMOC may be co-located with the MAGTF command/combat operations center (COC) or remotely located elsewhere in the area of operations.

Civil-military operations (CMO) are an inherent command responsibility and the CMOC serves as the primary coordination interface for the MAGTF commander and unified action partners (UAPs). The CMOC facilitates continuous coordination among UAPs and other key participants with regard to civil affairs operations (CAO) in support of the commander's CMO concept to manage civil information, analyze civil considerations, and develop civil inputs to the common operating picture (COP).

Marine CMOCs are established as required and are equipped and manned by personnel as necessary. There is no CMOC Table of Organization and Equipment, but CMOC is a civil

affairs (CA) activity and CA Marines are trained to execute actions in support of CMOC functions.

## **1001. TERMS AND DEFINITIONS**

As a part of unified action, MAGTF commanders are responsible for the organization and centralized direction of CMO in their area of operations to facilitate military activities in support of operational objectives. MAGTF forces conduct CMO to coordinate civil and military activities, minimize civil-military friction and any threats from the operating environment, maximize support for operations, and meet the commander's legal obligations and ethical responsibilities to affected civilian populations. The following terms are used throughout this training circular:

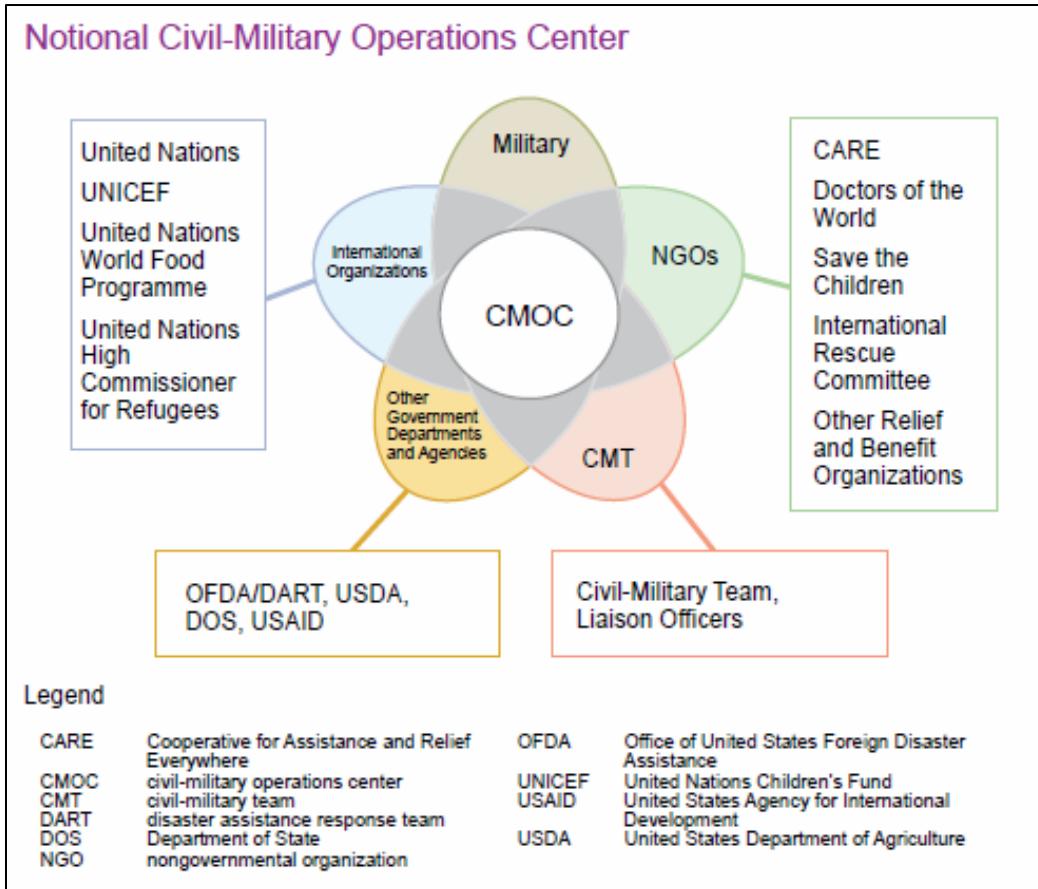
- a. Civil-Military Operations.** CMO are activities of a commander performed by designated military forces to establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the achievement of objectives relating to the reestablishment or maintenance of stability within a region or HN.
- b. Civil-Military Operations Center.** A CMOC is an organization, normally comprising civil affairs, established to plan and facilitate coordination of activities of the Armed Forces of the United States within IPI, the private sector, international organizations, NGOs, MNF, and other governmental agencies in support of the commander. See Figure 1-1 for a notional CMOC.
- c. Civil Affairs Operations.** Civil Affairs Operations (CAO) are actions planned, coordinated, and executed by CA forces, assessed to enhance awareness of and manage the interaction with the civil component of the operational environment. Specifically, CA forces will identify and mitigate underlying causes of instability within civil society; and/or be involved in the functional specialty skills normally the responsibility of civil government.
- d. Civil Affairs Activities.** Civil Affairs Activities (CAA) are activities specifically planned, executed, and assessed by CA forces that support the commander to synchronize, coordinate, and integrate IPI, UAPs, and interagency organizations/partners.
- e. Civil-Military Cooperation.** Civil-Military Cooperation (CIMIC) is: (1) A joint function

comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction with diverse non-military actors (NATO Agreed). (2) The coordination and cooperation, in support of the mission, between the commander and civil actors, including the national population and local authorities, as well as international, national, non-government organizations and agencies (Australian Defence Force).

**f. Civil-Military Interaction.** Civil-Military Interaction is a group of activities, founded on communication, planning, and coordination, that NATO military bodies share and conduct with international and local non-military actors, both during NATO operations and in preparation for them, thereby mutually increasing the effectiveness and efficacy of their respective actions in response to crises (NATO Agreed).

**g. United Nations Civil-Military Coordination.** United Nations Civil-Military Coordination (UN-CMCoord) is the essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and, when appropriate, pursue common goals. Civil-military coordination is a function mandated to the UN Office for Coordination of Humanitarian Affairs (OCHA) under international agreements at the UN.

**h. Center.** A center is an enduring functional organization with a supporting staff. It often operates from permanent facilities. Center members typically include liaison officers from subordinate or external organizations. Despite security risks, centers may include coalition and HN representation in order to provide a more holistic view. Examples of other centers include the combat operations center (COC) or the tactical air command center (TACC).



**Figure 1-1: Notional CMOC**

**i. Humanitarian Assistance Coordination Center.** A humanitarian assistance coordination center (HACC) is a temporary center established by a geographic combatant commander (GCC) to assist with interagency coordination and planning during the early planning and coordination stages of foreign humanitarian assistance operations. Staffing normally includes a director, a CMO planner, a United States Agency for International Development (USAID)/Office of United States Foreign Disaster Assistance (OFDA) advisor or liaison if available, a public affairs officer, contracting officer, engineer, NGO advisor, and other augmentation (e.g., legal advisor, surgeon, political-military advisor) when required. Normally, once a CMOC or HOC is established, the role of the HACC diminishes, and its functions are accomplished through the normal organization of the combatant command's staff and crisis action organization.

**j. Humanitarian Operations Center.** The HOC is a senior level interorganizational coordinating body designed to achieve unity of effort in a large FHA operation. HOCs are

horizontally structured with no command and control (C2) authority. All members are responsible to their own organizations or countries. The HOC normally is established under the direction of the government of the affected country, the UN, or possibly the OFDA during a US unilateral operation. Because the HOC operates at the national level, it should consist of senior representatives from the affected country, the US embassy, joint force, OFDA, NGOs, international organizations, and other major organizations in the operation. See Figure 1-2 for a comparison of a HOC, HACC, and CMOC.

Operations Center Comparisons			
	Establishing Authority	Function	Composition
Humanitarian Operations Center (HOC)	Designated individual of affected country, United Nations (UN), or United States Government (USG) department or agency	Coordinates overall relief strategy at the national (country) level.	Representatives from: <ul style="list-style-type: none"><li>• affected country</li><li>• UN</li><li>• US embassy or consulate</li><li>• joint task force</li><li>• other nonmilitary agencies</li><li>• concerned parties (private sector)</li></ul>
Humanitarian Assistance Coordination Center	Combatant commander	Assists with interagency coordination and planning at the strategic level. Normally is disestablished once a HOC or CMOC is established.	Representatives from: <ul style="list-style-type: none"><li>• combatant command</li><li>• nongovernmental organizations</li><li>• international organizations</li><li>• regional organizations</li><li>• concerned parties (private sector)</li></ul>
Civil-Military Operations Center (CMOC)	Joint task force or component commander	Assists in coordination of activities at the operational level and tactical level with military forces, USG departments and agencies, nongovernmental and international organizations, and regional organizations	Representatives from: <ul style="list-style-type: none"><li>• joint task force</li><li>• nongovernmental organizations</li><li>• international organizations</li><li>• regional organizations</li><li>• USG departments and agencies</li><li>• local government (host country)</li><li>• multinational forces</li><li>• other concerned parties (private sector)</li></ul>

The authority of all three centers is coordination only

**Figure 1-2: Comparison of a HOC, HACC, & CMOC.**

**k. Joint Inter-Agency Coordination Group.** The joint inter-agency coordination group (JIACG)'s primary role is to enhance interagency coordination and to collaborate at the operational level with other USG civilian agencies and departments. It may play an important role in contingency planning and in initial interagency coordination prior to establishment of a HACC or other coordination body.

**I. United Nations Civil-Military Coordination Section.** The United Nations Civil-Military Coordination Section (CMCS) within OCHA is the focal point in the United Nations system for humanitarian civil-military coordination, to ensure the effective and efficient use of foreign military assets in humanitarian emergencies and to ensure the appropriate interface between civilian and military actors. In disaster response, CMCS may deploy UN-CMCoord Officers who assist in civil-military coordination. CMCS also provides a UN-CMCoord training program and supports military exercises.

**m. Unified Action Partners.** UAPs are those military forces, governmental and NGOs, and elements of the private sector with whom joint forces plan, coordinate, synchronize, and integrate during the conduct of operations. UAPs include joint forces (activities in which elements of two or more U.S. military departments participate), MNFs, and USG agencies and departments.

## CHAPTER 2

### CIVIL-MILITARY OPERATIONS CENTER ORGANIZATION

*The whole idea of facilitating, of creating an environment where people can interact, is crucial. That environment was the CMOC or the On-Site Operations Coordination Center, the Swedish-funded communication center that became a core around which we could develop a humanitarian space. People came to us because we had something to offer, and there was a good bit of interaction. Facilitating communications means transparency, ensuring that there is free interaction and that misunderstandings are not allowed to develop.*

*CHARLES PETRIE  
SPECIAL ASSISTANT TO THE COMMISSIONER GENERAL,  
UNITED NATIONS RELIEF AND WORKS AGENCY FOR PALESTINE REFUGEES IN THE NEAR EAST  
(UNRWA)*

#### 2000. OVERVIEW

The CMOC is organized to facilitate continuous coordination among key participants with regard to CMO and CAO from local to regional levels within a given area of operations or responsibility. The CMOC may include representatives from the joint, interagency, interorganizational, and multinational community. These UAPs integrate and harmonize efforts promoting unified action. A CMOC is typically established by military forces, therefore, the Department of Defense is normally the lead agency when establishing a CMOC. However, in some cases, CMOC functions are required, but organized under the Department of State (DOS) and still in other cases, CMOC functions will be established by a HN or other international organization, such as the UN. When established by a GCC to support a HN, the coordination center is sometimes referred to as the HACC, and when organized under the UN, the same functions are referred to as a HOC. Regardless of what it is called, similar functions are implemented by the lead authority to integrate and synchronize efforts or achieve unified action in the conduct of civil-military operations.

#### 2001. PURPOSE

CMOCs support civil-military relations, enabling operations, and information management – each a component of CMO. However, external organizations cannot be compelled to use the CMOC, so the CMOC must be viewed as something that serves a useful purpose to encourage external agency and organization participation.

Before military operations, the CMOC serves as the conduit for integrating non-military organizations into a collaborative planning process. During combat operations, it serves as a means for the commander to filter and manage the many non-military "factors" present in the battlespace that affect military operations. It also captures a record of infrastructure needs in the immediate wake of combat operations to facilitate emergency relief to the populace as well as long-term reconstruction requirements. During other operations (such as stabilization or FHA operations), the CMOC serves as the primary center for harmonizing military actions with the activities of non-military organizations. During the transition from military to full civilian control, the CMOC serves as a source of operational continuity and a facilitator to the transition process.

When a commander decides to establish a CMOC, it must be employed with a purpose that may include one or any combination of the following activities:

- A meeting place for UAPs to facilitate coordination, mediation, and consensus building (a coordination center).
- A link to the non-military partners and participants.
- A clearinghouse for information and military support requests from non-military organizations.
- A knowledge and document management center for civil information.
- A central location to capture a record of infrastructure needs.
- A collaborative planning cell for CMO.
- An analysis center for the civil component of the operational environment (OE).

## **2002. OBJECTIVES**

A CMOC is used to analyze, plan, coordinate, monitor, synchronize, and influence the civil component of the MAGTF's operating environment. In the context of a related capability, the CMOC also contributes to actions supporting operations in the information environment (OIE). Once established, a CMOC is responsible for meeting the following MAGTF objectives:

- Execute the commander’s intent and CMO guidance
- Facilitate CAO
- Provide input and updates to the COP
- Conduct civil information management (CIM).
- Provide liaison with other departments, agencies, and organizations.
- Provide a forum for organizations that want to discuss CMO issues and raise concerns yet maintain their neutrality. (Many of these organizations consider the CMOC as a venue for stakeholder discussions, but not a stakeholder decision-making forum).
- Receive, validate, and coordinate requests for support from NGOs, international organizations, and the private sector. (The CMOC then forwards these requests to the supported commander and staff for action).

### **2003. CHARACTERISTICS**

The MAGTF CMOC is a functional coordination center established and operated by the “battlespace owner” to plan, coordinate and facilitate MAGTF and civil affairs activities in the operational environment, monitor, analyze, and disseminate civil information, and provide input to the civil dimension of the COP. However, it is important to note, unlike the Army, which has CMOCs of various sizes embedded within their tables of organization, Marine CA lacks the organic capability to establish the nucleus of a CMOC. For example, Marine CA units do not deploy with the personnel and equipment to install, operate, and maintain communications services at a CMOC, to include email, web browsing, and voice (phone).

As described earlier, there is no established structure for MAGTF CMOCs and no two are identical. Each CMOC should be organized to promote information exchange between participating organizations and agencies, including those that otherwise will not have a mechanism for coordination and cooperation. A CMOC must be culturally sensitive, HN language capable, and able to provide a secure environment for all participants.

The functional responsibilities and general functions of the CMOC may include, but are not limited to:

- Being scalable and tailored to the given operation.
- Conducting detailed CMO analysis and planning.

- Supporting the activities of CA forces
- Providing feedback relating to the effects of operations on the civil environment.
- Preparing maneuver units to independently establish a CMOC or mobile CMOC.
- Receiving, analyzing, developing, and managing civil information.
- Disseminating civil information.
- Making recommendations on how to influence the civil component.
- Synchronizing and integrating resources and capabilities.
- Conducting transitional operations.

## **2004. ORGANIZATIONAL CONSIDERATIONS**

At every level, the CMOC must be flexible enough to expand and contract as requirements change. As required, the CMOC must be prepared to conduct echeloned and or split-based operations. This means operating within the security perimeter of the supported military headquarters as well as outside the security perimeter of the supported military headquarters and on the road (mobile) - often simultaneously.

When activated, the CMOC must establish its relationship with the CMO planner, operations officer, and the information command center (ICC):

- The normal relationship with the CMO planner is similar to that of a direct support field artillery unit with the fire support coordinator. The CMO planner monitors the daily operations of the supported unit, advises the supported commander on CMO and how to employ MAGTF assets in support of CMO. The CMOC provides the CMO planner and/or CMO staff section (if established) with current status of CMO and CA activities and assists in planning and posturing CMO and CA activities to support future operations of the supported commander.
- The normal relationship with the operations officer is that of a satellite office specializing in a specific aspect of the overall military operation. The CMOC keeps the G3/S3 advised of how CMO and CA activities are providing the desired effects in support of the military operation. It fully integrates into the battle rhythm and routes requests for information and assistance (RFIs and RFAs) through the G3/S3 for approval and ultimate tasking.

- The normal relationship with information-related personnel is that of an information-related activity specializing in CMO. The CMOC ensures that operations in the information environment-related working group(s) are aware of the CMO situation and in a position to best synchronize and harmonize, not duplicate, actions.

## **2005. ROLES AND RESPONSIBILITIES**

### **a. Activities supported by CA Marines**

The specific CA activities conducted within the CMOC include:

- Manage civil information.
- Interface and advise HN government officials.
- Coordinate with UAPs.
- Monitor CMO activities in AOR.
- Make CMO/CAO recommendations to commanders.
- Provide support to OIE planning.
- Monitor and manage projects within its AOR and facilitate disengagement plans.
- Provide access and CMO-related data and information to UAPs.
- Support transition operations.

### **b. CMOC Officer in Charge (OIC)**

- A CA team leader or detachment commander who is also trained as a CMO planner (MOS 0535).
- Responsible for managing the execution of CMOC activities supporting MAGTF operations.
- Possesses overall responsibility for CMOC operations and delivery of products, assessments, and recommendations to the supported commander.
- Establishes collaborative relations with NGOs, international organizations, IPI, other governmental agencies, and private sector organizations.
- Publicizes the location, purpose, and operating hours of the CMOC.
- Ensures all reports are timely, accurate, and incorporated into the CPB and CMO staff estimate and COP.
- Synchronizes all efforts within the CMOC to ensure unity of effort.

- Synchronizes with the supported command battle rhythm and coordinates with the CMO officer, CMOWG (as applicable), the G-9/S-9 (if established) and other staff sections as necessary.
- Maintains the CMOC journal of all CMOC primary tasks and relevant activities.
- Conducts risk assessment based upon an OE.
- Establishes CMOC priorities of work.

### **c. CMOC Operations Chief**

- A CA team chief or detachment chief who is also trained as a CMO planner chief (MOS 0539).
- Assists the OIC in the execution of CMOC activities supporting MAGTF operations and overall CMO planning.
- Ensures all aspects and sections of the CMOC are supported and are synchronized with one another on priorities of work.
- Maintains responsibility for day-to-day operations, standing operating procedures (SOP), and logistic support to the CMOC.
- Ensures all personnel and equipment support requirements are met in a timely manner.
- Identifies other agencies that require workspace within the CMOC, including NGOs, IOs, IPI, other government agencies, and private sector organizations.
- Provides subject-matter expert support to the CMOC OIC and serves in their absence.
- Ensures all messages, reports, products, assessments, and recommendations are timely and delivered to the appropriate staff sections.
- Ensures daily operations are coordinated and supported by necessary assets or special requirements (e.g., security, meetings, or other coordination activities in support of the CMOC).
- Ensures CMOC visitor logs are maintained and ad-hoc assessments are conducted with visitors whose capabilities may facilitate CMO (e.g., contractors and NGOs)
- Functions as lead for planning, manning, and operational requirements for the CMOC.

#### **d. CMOC Civil Information Management (CIM) Personnel**

- Ideally members of a CA team or detachment and trained as a Civil Affairs Specialist (0532) or as a Civil Affairs Noncommissioned Officer (0531).
- Receives assessments, reports, after-action reviews, lessons learned, and intelligence reports from UAPs.
- Collates and processes the civil information received from military police, engineers, CA forces, psychological operations forces (PSYOPS), and other U.S. forces.
- Coordinates with non-CA forces when they are tasked with civil reconnaissance (CR) and civil engagement (CE).
- Disseminates civil information into the CMO SharePoint site and MARCIMS.
- Facilitates and manages civil RFIs and UAP RFAs.
- Analyzes the information internally and with UAPs to update CPB/IPB.
- Coordinates information requirements with UAPs to ensure the timely availability of information for analysis and the widest possible dissemination of raw and analyzed civil information.

### **2006. CIVIL AFFAIRS SUPPORT TO THE MAGTF CMOC**

#### **a. MEU CMOC**

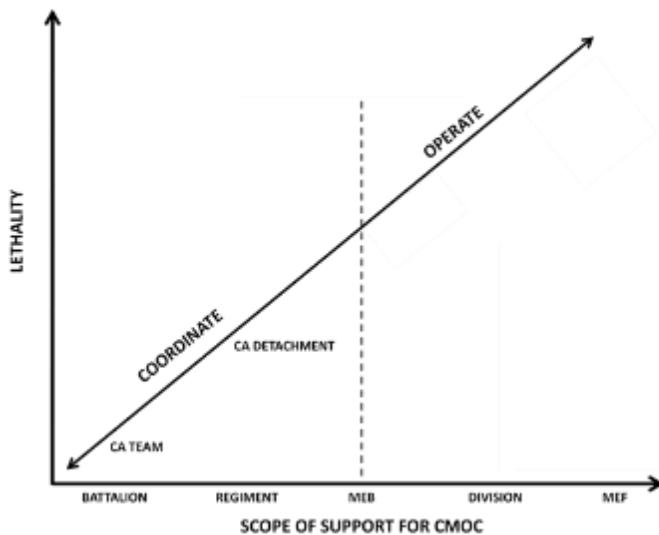
Normally a CA team or section would be tasked to support a MEU. The team leader typically assumes the role of the CMOC OIC and the team chief serves as the CMOC operations chief.

#### **b. SPMAGTF CMOC**

The current concept of Special Purpose Marine Air-Ground Task Force (SPMAGTF)s in support of security cooperation is to focus on developing a HN's capabilities and capacity for providing basic services to its population. This could also include developing a HN's civil affairs or CMO capability, disaster mitigation and response, and carrying out engineer, medical, dental, and veterinary civic assistance activities. The establishment of a CMOC greatly facilitates such actions. Additionally, the training and education for a HN developing a CMOC may be requested.

### c. MEB/MEF CMOC

A CA detachment or a civil affairs group would normally support the MEB/MEF. As an expeditionary force, the MEF may be required to quickly support any contingency. A MEB/MEF could be the initial response force during foreign disaster relief missions outside of the U.S., which may rely heavily on the military to provide initial assessment and relief efforts as the other USG agencies and outside humanitarian organizations come to the AO. In named operations, reserve support will be available, but not immediately. MEFs should maintain “fly away” CMOC capability similar to the Air Alert Contingency MAGTF concept. See Figure 2-1 for the scope of support for a CMOC.



**Figure 2-1: Scope of Support for a CMOC**

Given the responsibilities of a CMOC, its role can easily be misunderstood and the CMOC incorrectly employed. A CMOC is not:

- A passive participant in the commander’s CE plan.
- A “battlespace owner.”
- An operations center that ‘battle tracks’ forces and competes with the operations center of the supported unit.
- An organization with tasking authority over unassigned resources.
- An intelligence collection element or intelligence fusion cell.

- The ICC.
- The CIM cell
- CMO working group
- A claims processing center or solatia payment location
- A project management office
- A one-size-fits-all configuration

## CHAPTER 3

### CIVIL-MILITARY OPERATIONS CENTER ACTIVITIES

*The CMOC in Haiti was a secure, warm, dry place to get a cup of coffee and it allowed for a two-way source of information that might just save your life or the lives of others.*

—Jamie Arbuckle

*Lester B. Pearson International Canadian Peacekeeping Training Centre*

#### 3000. CIVIL-MILITARY TEAMS

Civil-military teams help stabilize the OE in a province, district, state, or locality through its combined diplomatic, informational, military, and economic development and by supporting the rule of law. These teams combine representatives from interagency (and perhaps multinational) partners into a cohesive unit capable of independently conducting operations to stabilize a part of the OE by enhancing the legitimacy and the effectiveness of the HN government. A civil-military team can focus on combined military and civil efforts to diminish the means and motivations of conflict, while developing local institutions so they can take the lead role in national governance, providing basic services.

The CMOC is a location to facilitate the civil-military teams and promote the information exchange between UAPs, participating civilian and/or HN agencies and organizations, including those that otherwise will not have a mechanism for coordination and cooperation. Information sharing in a cooperative environment is paramount to ensure the success and harmony (unity of effort) of an operation.

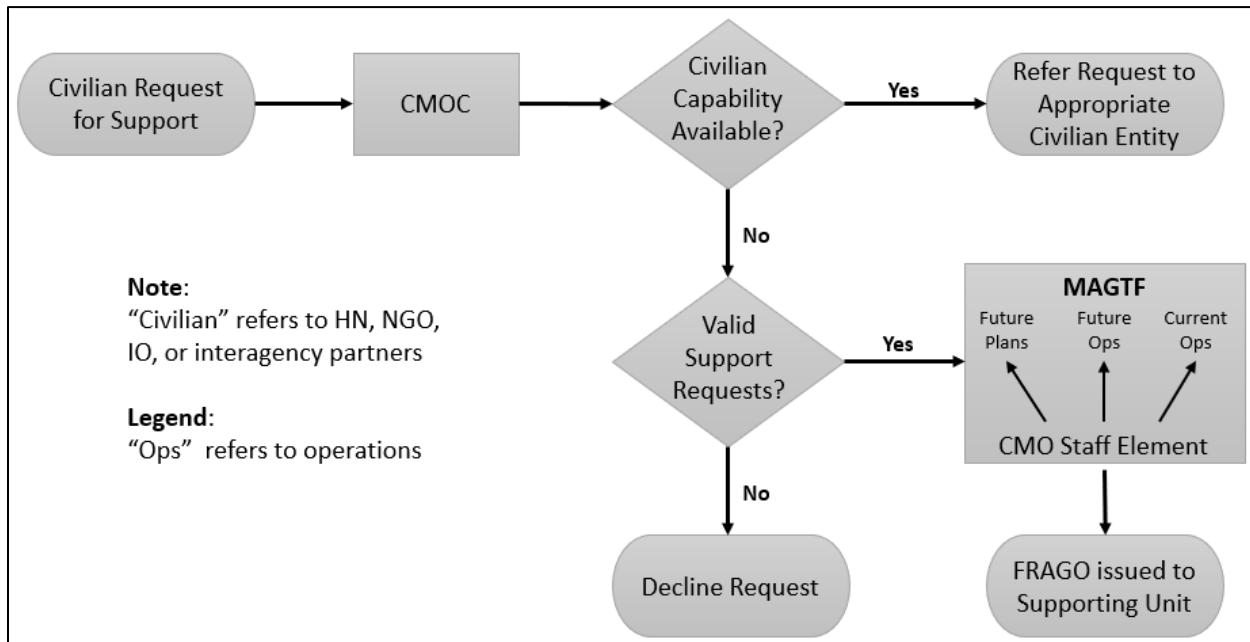
#### 3001. PRIMARY TASKS AND ACTIVITIES

##### a. Tasks

The Primary tasks assigned to the CMOC include, but are not limited to:

- Provide interagency partners, international organizations, and NGOs with a single accessible point of contact for the coordination of CMO.
- Facilitate collaborative civil-military efforts with joint and coalition forces and UN, HN, and other non-military agencies.

- Assist in the transfer of authority and/or transition of operations from the MAGTF to DOS, UN, NATO, HN, or other non-military control.
- Provide agency POCs, agency capability lists, daily information summaries, population density, demographics, and overlays which might be posted on a public information board.
- Act as a clearinghouse for all civilian support requests, to the MAGTF and other U.S. military forces. The CMOC staff element attempts to meet civilian requirements with civilian capabilities via coordination at the CMOC before passing validated support requests to the MAGTF. See figure 3-1 for a clearinghouse flow chart.



**Figure 3-1: Clearinghouse Flowchart**

## b. Activities

Numerous activities occur within the CMOC to achieve its stated tasks. These activities are:

- Receive civil information.
- Analyze civil information.
- Disseminate civil information.
- Submit recommendations/influence the operating environment.
- Integrate resources and capabilities.

- Synchronize resources and capabilities.

## **3002. RECEIVE CIVIL INFORMATION**

The information received by the CMOC is critical to the commander's understanding of the civil component of the operational environment. The importance of the information received can range from an immediate concern to something that will need to be observed and reported on further for possible action. The CMOC is the clearinghouse for all of this information and must be prepared to receive and collate the information according to importance. The level of importance will be established by the commander's critical information requirements (CCIRs). Once the information is received, and the entity that reported the information is annotated, the information is collated and prepared for analysis and provided to the supported COC for inclusion into the updated CPB, IPB, CMO staff estimate, and the COP/common tactical picture (CTP).

### **a. Civil Information**

Civil information is received through multiple sources. Much of the information is received from open source research, civil reconnaissance and civil engagements reports from subordinate, higher, and adjacent units. Civil information supporting tasks in the CMOC include:

- Collect civil information.
- Receive messages, reports, assessments, and surveys from adjacent units, CA elements supporting the maneuver force, functional specialists, liaisons, and UAPs within in the OE.
- Monitor the tactical situation and assess the impact on the civil domain of the OE.
- Monitor the activities of CA units and relevant stakeholders.
- Collate the information for ease of access using the areas, structures, capabilities, organizations, people, events (ASCOPE) and political, military, economic, social, information, infrastructure (PMESII) template as applicable

### **b. CMOC Journal**

An important consideration when establishing a CMOC and collecting civil information is the creation and maintenance of a CMOC journal. It is recommended that the CMOC journal be redundant (digital and non-digital) to ensure information is not lost. The digital version should be maintained on CMOC page of the HHQ or supported command SharePoint portal. The journal should be maintained using the following guidance:

- Chronological and cross-referenced/aligned with daily, weekly, and monthly calendars showing essential tasks.
- Provide enough detail (who, what, where, why, when, and how) for each task to eliminate guesswork by the replacement organization.
- Record actions taken and points of contact for ongoing projects or programs.
- Take photographs of projects and name points of contact, meeting facilities, and other items (e.g., funding) pertinent to conducting CMO. Include copies of any clippings or flyers from newspapers (whether negative or positive publicity).

## **3003. ANALYZE, DEVELOP, AND MANAGE CIVIL INFORMATION**

A CMOC's SOP and the CCIRs will guide how to process the incoming information, collate the information into a prioritized analysis (e.g., updated CPB), and manage the flow of the information to stakeholders. Information received from different UAPs throughout the AO will be regarded as important based on the UAP that reported the information. Since stakeholders operating in the AO will have different priorities and information requirements, the CMOC staff, based on a stakeholder analysis determined through the CPB, must decide upon the recipients, process, and tools for dissemination. Information from the CMOC must be integrated and managed using the designated information management (IM) tools from supported command IM Plan or Annex U. These IM tools may include:

- CMOC journal and visitor log.
- CCIRs (priority intelligence requirements and friendly force information requirements).
- RFIs and RFA from UAPs.
- HHQ decision support matrix.
- MARCIMS portal

## **3004. DISSEMINATE CIVIL INFORMATION**

Based on the analysis of information collected, the CMOC submits recommendations through a variety of products. Recommendations to the commander and staff enable decisions on requests of support from UAPs to synchronize CMO and civil affairs activities (CAA). These recommendations establish the priority of effort for civil activities and provide a way to inform, influence, plan for required meetings, and provide a strategy for transition. When making recommendations, the CMOC will:

- Update maps and overlays.
- Update the recognized civil picture of the MAGTF COP/CTP.
- As necessary, provide updated civil information to the MEF Information Group (MIG) ICC.
- Update and maintain the MARCIMS operation pages.
- Update MARCIMS Area Study pages.
- Submit CA/CMO report(s) as necessary.
- Update the CPB
- Provide analysis of civil events in the OE.

## **3005. INTEGRATE RESOURCES AND CAPABILITIES**

The integration of resources and capabilities to support the MAGTF is critical to the overall success of the commander's plan. Correctly identifying and locating these resources or capabilities will prevent duplication of effort, underuse of available assets, and will support unity of effort. Once civil resources and capabilities within the operational area are identified, they can be coordinated and integrated into operational planning. To effectively integrate resources, the CMOC will:

- Support tactical CMO/CAA.
- Receive and integrate UAPs.
- Promote unified action.
- Conduct meetings to provide and gain information for the integration of all capabilities within the AO to meet the commander's end state.
- Record, archive, and duplicate civil information for UAPs coordination and

synchronization of efforts.

- Provide data that will assist in future transition operations.

## **3006. SYNCHRONIZE RESOURCES AND CAPABILITIES**

The CMOC is a physical place to inform, influence, and coordinate directly with UAPs. The CMOC is a synchronizing tool for the MAGTF commander. Information about the civilian population and the capabilities, limitations, and activities of UAPs is pushed from the CMOC into the commander's decision-making cycle. This promotes unified action and facilitates unified CMO while synchronizing resources and capabilities across the AO. The CMOC will synchronize with supported command using the designated IM tools from the Information Management Plan or Annex U as applicable. It is critical that the CMOC use prescribed naming conventions and briefing templates provided by the supported command to avoid confusion. These IM tools may include:

- Designated unit reports matrix and templates.
- Battle Rhythms (HHQ and CMOC).
- CMOC participation and integration into designated boards and working groups (e.g., CMOWG, information working group, and targeting board, effects board).

## **3007. TRANSITION OPERATIONS**

The CMOC is heavily involved in the transition process. Termination or transition occurs when U.S. forces accomplish their mission or are directed to withdraw. Leaders may base the criteria for termination or transition on events, measures of effectiveness and success, availability of resources, or a specific date. A successful harvest or restoration of critical facilities in the crisis area are examples of events that might trigger termination of the mission. An acceptable drop in mortality rates, a certain percentage of dislocated civilians returned to their homes, or a given decrease in threat activity against the operation are examples of measures of effectiveness that may prompt the end of U.S. forces' involvement. There are three types of transitional operations:

- Terminated denotes when the operations have come to an end for specified reasons.

These may include:

- The time specified for the task has elapsed
- Milestones or overall objectives have been reached
- The political or security situation has deteriorated below an acceptable level
- A loss of support or funding by the project benefactor
- A change of mission
- Command directive
- Transferred is when the operation is assumed by follow-on forces.
- Transitioned is when the HN, IPI, NGO, or government organization assumes roles and responsibilities for current operations.

The CMOC should be prepared to execute the following in support of transitional operations:

- Conduct coordination meetings.
- Provide information on critical aspects of CA project management.
- Ensure all information is archived in a way that is accessible and usable by the HN.
- Provide the commander with recommendations on transfer of operations to IPI, the private sector, and HN entities.
- Transition CMOC operations over to the HN, as necessary
- Provide liaison with all unified action partners as necessary to provide seamless transition.
- Conduct after action reviews and collate data for future usage or requirements.

## CHAPTER 4

### ESTABLISHING THE CMOC

*The CMOC was located inside Task Force Eagle's headquarters facilities, forcing the relief agencies to go through security at the base perimeter (as well as to travel several miles to attend the meetings). Subsequently, many of these NGO representatives avoided interaction with the military.*

*Strengthening the Partnership:  
Improving Military Coordination with Relief Agencies and Allies in Humanitarian Operations  
Daniel Byman, Ian Lesser, Bruce Pirnie, Cheryl Benard, Matthew Waxman*

#### 4000. COMMON Requirements

The CMOC has common requirements that should be identified during planning. A CMOC should be given a specific task and purpose, normally found in Annex G of the operation order. An analysis of the task and purpose will determine the structure, equipment, manning, location, and operational requirements to accomplish the mission of the CMOC. The following tasks relate to the overall support provided to the CMOC by its HQ:

- Identify the task or purpose of each CMOC.
- Set up and dismantle the CMOC.
- Establish mission-dependent CMOC configurations.
- Establish guard, sleep, and shift-manning plans.
- Provide C2 systems and any required communication assets needed.
- Provide life support for CMOC personnel.

To support MAGTF operations, a CMOC must be organized and equipped to protect, move, and communicate with its supported command. When the supported force is engaged in decisive action, the CMOC monitors and reports on the stability/activities within the AO. The CMOC can provide actionable civil information in the OE. In offensive operations, the CMOC will be mobile with short periods of static operations. During defensive operations, the CMOC will be static and will likely operate as part of the larger MAGTF HQ that it supports. When conducting stabilization and foreign humanitarian assistance (FHA) it may become the predominant activity of the force and may be positioned away from the supported HHQ to gain greater access.

Operational and mission variables affecting the CMOC can change with each mission. Changes can occur during current operations that will also affect the CMOC configuration. CMOCs should always attempt to include both military and civilian components, which will allow them to maximize the efforts of each entity involved; this ensures greater unity of effort in planning and coordination of CMO activities.

A commander at any echelon may establish a CMOC, and more than one CMOC may be established in an AO. A commander establishes the CMOC(s) early in an operation for two primary reasons:

- To account for the nonmilitary threats, distractions, and interference that can adversely affect the MAGTF mission.
- To foster successful interorganizational cooperation inherent in all operations and planning.

One important consideration when establishing a CMOC is whether local, national, or international coordination mechanisms for civil-military interface already exist. If the UN, HN, or some other organization or agency already operates a facility to coordinate CMO in the AO, it may be best to establish a liaison or augmentation cell within that facility. Such a course of action legitimizes the efforts of the lead organization and facilitates the disengagement of U.S. forces during transition and redeployment from the operation.

## **4001. Site Selection Considerations**

Due to the civil-military interaction, deliberate consideration must be made when choosing a location to establish the CMOC. When selecting a site, it is necessary to balance accessibility with security and convenience to the population with access to the supported command COC.

### **a. Accessibility**

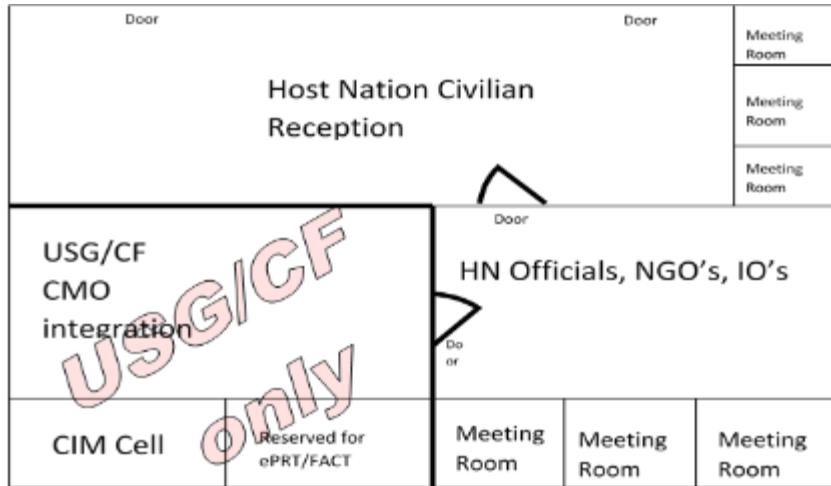
Because of its role as a clearinghouse for all CMO-related issues and a meeting place for non-military partners and participants in an operation, this facility may receive a high volume of traffic. The CMOC and its associated parking area should be in a location that offers convenient access to visitors, that will not interfere with the internal operations of the MAGTF COC. The

facility should be large enough to accommodate its primary functions and if possible, include space for supported organizations to conduct business.

Wherever and whenever the CMOC is established, it is important to identify and publicize its location to the CMOC "customers" in terms understandable to them. For example, providing a street address, building name, facility markings, or commonly known landmark is better than providing a UTM grid location to people who do not use military maps. CMOC personnel should provide a local telephone access number and a commercial e-mail address that the community can use to contact the CMOC. When necessary, adjustments should be made if a high proportion of the population is illiterate and signs would be inappropriate.

### **b. Facility Considerations**

Depending on the mission, environment, general situation, and available existing structures, a CMOC can be established in civilian trailers or vehicles, a suite in an office building, an expedient structure such as a tent, a municipal emergency operations center, or a separate building, such as a storefront. Whether operating from organic facilities or civilian structures, the CMOC may require sufficient space for work areas, meeting areas, parking areas, sleeping quarters, break areas, etc. It must provide a healthy and safe environment for the CMOC personnel (e.g., proper ventilation, fire protection, weather protection, sanitation, etc.). See Figure 4-1 for a sample CMOC layout.



**Figure 4-1: Sample CMOC Layout**

### b. Security and Protection Considerations

A CMOC will have force protection requirements based upon the threat level present in the AO and the concept of operations under which it is employed. In permissive environments, fewer resources are required to maintain a heightened security level. CMOCs can be vulnerable immediately following major combat operations or when facing an active irregular threat. The security arrangements may also vary based upon the CMOC's operating techniques.

Because of the nature of activities that occur at the CMOC, there are many physical, personnel, computer security, and continuity-of-operations issues to consider, such as:

- Defensibility (e.g., fighting positions, safe rooms, multiple exits, or shelters).
- Communications with a quick-reaction force.
- Access control systems and procedures (restricted areas, restricted hours, parking areas, barriers, and security in depth).
- Business-hour access control systems and procedures (passes, metal detectors, or escorts).
- Security of vehicles and equipment before and during meetings.
- Guidance for security and protection of visitors and civilian members of the team.
- Coordination with local law enforcement/HN military for:
  - Patrols.

- Full-time, on-site security presence (gate security).
- Periodic threat updates.
- Background checks of full-time staff members, especially local hires.
- Alternate power supply or uninterrupted power supply for computers and communications equipment.
- Emergency destruction procedures for sensitive materials and equipment.

A threat and vulnerability assessment should be conducted for areas, routes, and locations supported or frequented by the CMOC personnel, such as HN, IPI, and NGO facilities. This assessment must be periodically reviewed and updated when changes in the OE dictate a change in the protection measures of the CMOC. After identifying essential supporting tasks, the CMOC staff should determine the techniques, tactics, and procedures (TTPs) used to execute each task based on doctrine, the mission, the unit SOP, and Annexes G, K and U.

#### **c. Mobility Requirements**

A CMOC with mobility allows the commander the greatest flexibility. With mobility, the CMOC is able to monitor communications with other elements to maintain situational awareness. When a CMOC is established it must be prepared to displace and move with the MAGTF COC/command post (CP) it supports. If operating outside the security umbrella of a supported COC/CP, it must be prepared to move at a moment's notice for security reasons. The CMOC at the tactical level must, therefore, maintain an exfiltration plan.

### **4002. Techniques for Employment**

The CMOC must retain the capability to expand, conduct mobile operations, and contract to meet the demands of the operation. It must be able to accommodate the various agencies that unite or depart during different phases of an operation. For example, this may involve incorporating members of military and nonmilitary organizations to meet short or long-term projects. It must also be appropriately located, staffed, and equipped to perform the vital functions of analyzing, planning, recording, coordinating, monitoring, and influencing the commander's CMO objectives in a secure and sometimes less-than-secure austere environment.

An analysis of the task and purpose will determine the structure, equipment, manning, location, and operational requirements to accomplish the mission of the CMOC. The location of the CMOC is the commander's decision, but is based on the estimate of the situation: mission, enemy, terrain and weather, troops and support available - time available (METT-T). The four basic options for employing a CMOC are as follows:

- Inside the security perimeter.
- Outside the security perimeter.
- Mobile.
- Combination.

Each option has merit depending on the situation and mission requirements. During operations, the CMOC must be flexible and ready to shift from one option to another based on changes in the security situation, protection, or mission requirements.

#### **a. Inside the Security Perimeter**

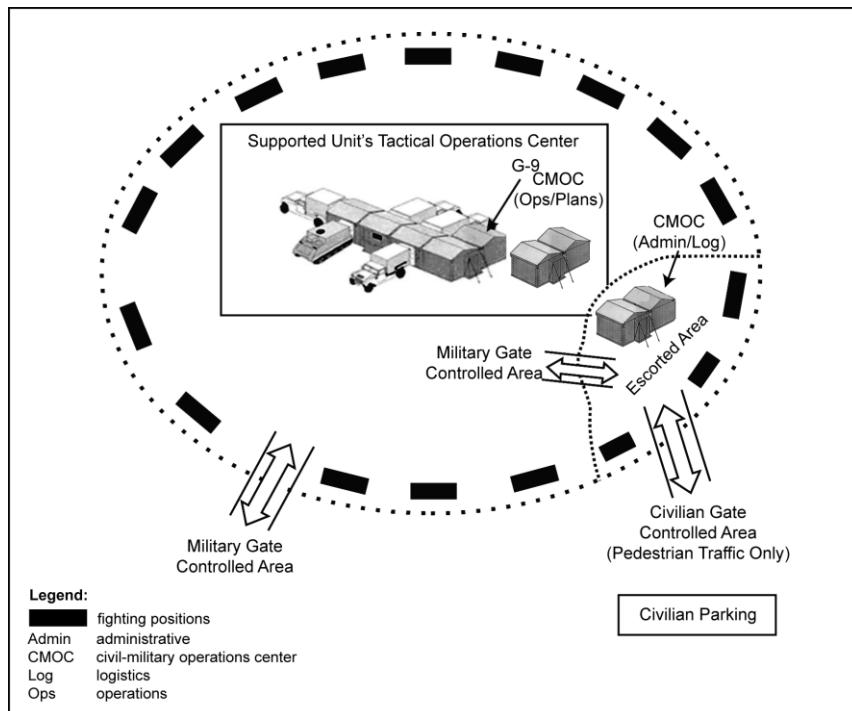
CMOCs can be located behind a security perimeter, which may be co-located with its supported HQ to provide the commander and main CP with the maximum amount of available civil information and to afford the CMOC with the greatest degree of protection in an uncertain or hostile OE. When establishing operations as part of the main CP or collocating with it, the CMOC will be required to conform to the SOPs of the supported unit. Locating the CMOC inside the perimeter should be considered when:

- Planning and coordinating CMO are at the strategic (geographic combatant command) level (e.g., Combined Support Force 536, Operation Unified Assistance).
- The primary mission of the military force is CMO, such as during HA or disaster relief operations.
- Resources (personnel and equipment) are limited and must be shared with other military units.

Because of its role as a clearinghouse for all CAO and CMO related issues and as a meeting place for nonmilitary partners and participants in an operation, the CMOC operates on the

periphery of a security perimeter to maximize its ability to interface with IPI while taking advantage of the security afforded by the supported HQ.

The CMOC and its associated parking area should be in a location that offers convenient access to visitors and that does not interfere with the internal operations of the supported HQ. Because of its role as a clearinghouse for all CMO-related issues and a meeting place for nonmilitary partners and participants in an operation, the CMOC may receive extensive traffic. The facility should be large enough to accommodate the many activities performed within the CMOC. If possible, the facility should include space for supported organizations to conduct business (e.g., USAID). See Figure 4-2 for an example of a CMOC inside the security perimeter.



**Figure 4-2. Inside the Security**

### b. Outside the Security Perimeter

CMOCs can operate outside of a defensive or security perimeter. When operating remotely, the CMOC might be supported with security augmentation (e.g., attached military, barrier material, contract personnel, and electronics). The supported command may establish an outpost with its own security perimeter in or near a population center enabling CMOC operations. Employment

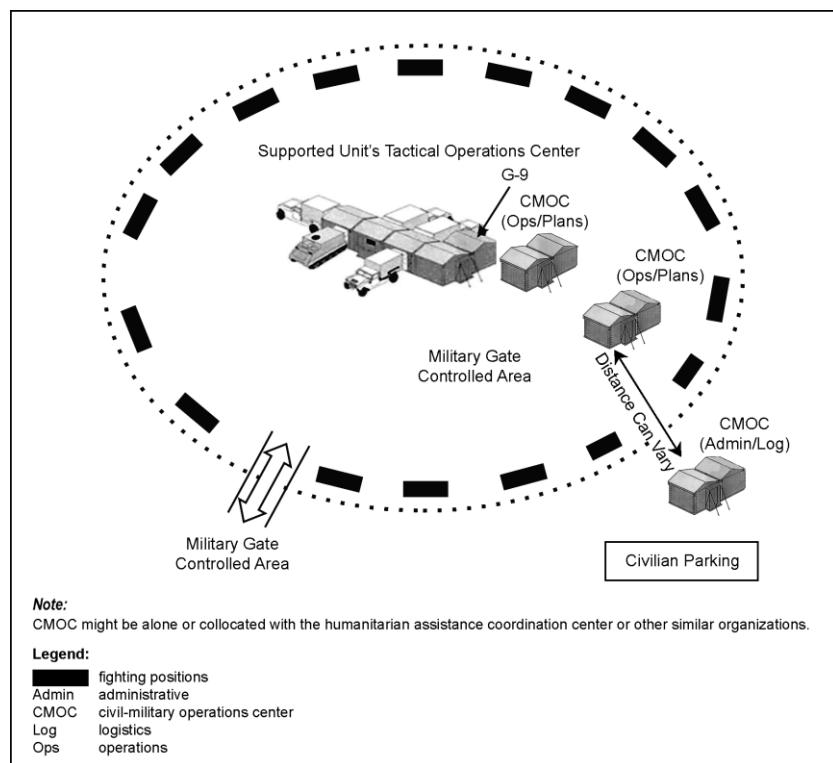
in this way affords the CMOC maximum access to the local populace, facilitating CE, coordination and collaboration.

Locating the CMOC outside the perimeter should be considered when the:

- Security environment at the supported military HQ restricts access to nonmilitary individuals and access procedures cause major inconvenience to those individuals.
- CMOC is planning and coordinating CAO or CMO at the tactical level.
- Primary customers are the IOs, NGOs, government officials, and the local populace.
- CMOC is tasked to form the nucleus of a HOC under UN auspices or a HACC in support of the commander.
- The operating environment is of a permissive nature

See Figure 4-3 for an example of the CMOC outside the security perimeter.

**Figure 4-3: Outside the Security Perimeter**

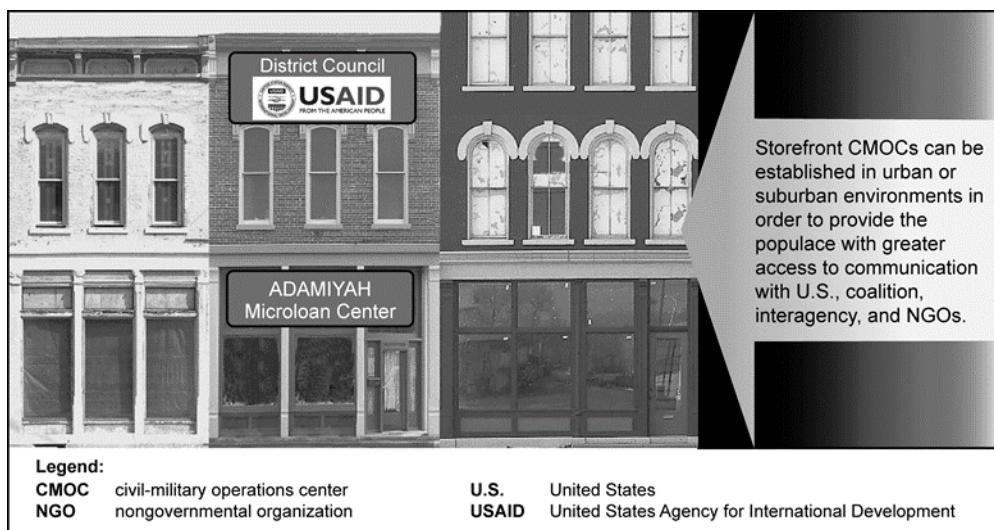


### c. Storefront CMOC

Storefront operations give the CMOC the flexibility and added benefit of utilizing existing structures and HN assets for protection. These operations allow the CMOC to operate within the populace, providing a center with maximum access to civil information, as well as providing the populace with optimal access to military, interagency, NGO, and local governmental entities.

Because of its role as a clearinghouse for all CMO-related issues and its use as a meeting place for nonmilitary partners and participants in an operation, the external Storefront CMOC will receive extensive traffic by those participants and visibility from local officials and the media. The CMOC should be in a location that offers convenient access to these partners and participants. The facility should be large enough to accommodate the many functions performed by the CMOC.

Controlled access is still recommended for this type of CMOC, and the CMOC staff should clear interagency work and meeting areas of classified, unclassified, and sensitive materials, written or otherwise. CMOC storefront operations require that the CMOC operations chief identify security requirements and coordinate with the security element (HN, U.S. Forces, or contracted security). Observation post positions may be necessary to observe the avenues of approach and to provide early warning to the CMOC. See Figure 4-4 as an example of a storefront CMOC.



**Figure 4-4: Storefront CMOC**

#### **d. Mobile CMOC**

There are instances when non-military organizations cannot participate in the activities of the CMOCs mentioned above. This may occur during fluid combat operations, in hostile or uncertain environments, or because of political or cultural considerations. A mobile CMOC may be required to interface with those organizations. In addition, CMO planners might assess that a mobile CMOC is the best way to reach more people and organizations and thus increase access. A mobile CMOC might be a civil affairs team operating on foot (dismounted) or from a team vehicle. These CMOCs generally conduct hasty CR and pass results to a higher level CMOC for incorporation into post-hostilities plans. It may also be a task-organized team that travels on a set schedule ("circuit-rider" arrangement) to investigate claims, make damage payments, visit civilian organizations, or agencies throughout a specified region. When detached from the main CMOC to perform such activities, the CMOC is conducting echeloned operations.

### **4003. Communications and Shared Situational Awareness**

Once established, the CMOC must be able to communicate with the MAGTF COC/CP and other adjacent forces. Based on the operational requirements, the CMOC may:

- Use both secure (MCEN, SharePoint) and non-secure data communications systems (e.g., Gmail, APAN, MARCIMS) via commercial internet.
- Access classified networks (e.g., SIPR) as needed.
- Communicate over non-secure tactical radio (e.g., single channel, hand-held) or commercial voice (i.e., local cell phones)
- Communicate over secure tactical radio (e.g., PRC-119) as needed.
- Monitor other open sources of information, such as commercial television and radio, including local media.
- Maintain redundant systems to enable it to operate in split operations.

In some cases, the CMOC may be more "low-tech," primarily providing a gathering place to facilitate coordination. The CMOC should choose from the tools described in this section based on task and purpose, resources available, UAP communication style, and local communication norms.

The CMOC must also coordinate with and disseminate information to its UAP. This is typically accomplished through non-secure (unclassified) communications. Unclassified Shared Situational Awareness (USSA) in the DOD is currently comprised of three recognized systems. This family of programs contains:

- Situational Awareness Geospatial Enterprise (SAGE).
- Risk Assessment, Planning & Incident Decision Support (DisasterAWARE/RAPIDS).
- All Partners Access Network (APAN).

A CMOC must use various communications systems to glean information necessary to develop shared situational awareness with UAPs with which it coordinates, informs, and influences. It must provide updates and refinement to the COP/CTP for the commander's visualization by clearly depicting the civil component of the OE. The CMOC CIM cell collects, collates, analyzes, produces, and disseminates information for that purpose. The following command and control tools may be used to facilitate communications:

**a. Chat Rooms**

Normally provided, monitored, and controlled by HHQ, secure chat rooms play a critical role in communications and instantaneous shared situational awareness. During planning and in later operations, it may be identified that the HN and other non-military organizations working civil issues have established an unclassified chat room. The ability to get access to these chat rooms will require coordination with the supported command to assist in getting approval to ensure key organizations are permitted to participate in the given chat room. This should be identified early in the planning process to allow time for the necessary level of approval. An example of this capability is APAN (APAN provides the DOD and mission partners community spaces and collaborative tools to leverage information to effectively plan, train and respond to meet their business requirements and mission objectives. APAN makes these tools available over the open internet so individuals and organizations who do not have access to traditional DOD systems and networks can participate in information sharing and collaborative events.).

## **b. E-Mail**

The CMOC should be on any applicable distribution lists the supported command uses. The CMOC should be sure to include all appropriate organizational email addresses (e.g. S-3/G-3, S-9/G-9, UAPs) in outgoing information.

## **c. CMOC Webpage**

A link will be normally established on the supported command's website (SharePoint) for the CMOC. This will allow for increased information flow, collection of information, and historical documentation. In addition, the development of a robust webpage will better inform the supported command while minimizing requests for information from our higher headquarters.

The following web tools are typically found on a CMOC webpage:

- A CMOC journal to keep track of daily CMOC events by capturing the Five W's (who, what, where, when, and why).
- Logbooks – examples are a CMOC visitor logbook and project continuity logbook.
- CCIRs – these need to be posted both on the CMOC website and in the CMOC for all to see.
- Battle Rhythm – the CMOC will synchronize its battle rhythm with the supported command's battle rhythm and its requirements for reports, briefs, or attendance.
- A document library for plans, and electronic pubs, SOPs, reports, briefs, and plans.
- CMO working group folders.
- A roster of all CMOC personnel, including billets, work shifts, and POC information (e-mail, chat address, etc).
- CA related points of contact (POC) information of military, US Government, and other agencies and organizations that are working in the AO.
- Updated maps with the last 24 hours and the next 24 hours planned significant CMO events.

## **d. All Partners Area Network (APAN)**

As referenced earlier, APAN is an unclassified information sharing and collaboration enterprise for the DoD. APAN provides the DoD and mission partners community spaces and

collaborative tools to leverage information to effectively plan, train and respond to meet their business requirements and mission objectives. APAN makes these tools available over the open internet so individuals and organizations who do not have access to traditional DOD systems and networks can participate in information sharing and collaborative events. To request an APAN account use the following URL - <https://community.apan.org/default.aspx>.

APAN shares information, increases situational awareness, and decreases response time for governments, militaries, international organizations, and NGOs participating in humanitarian and disaster relief efforts using APAN's real-time collaboration tools and communities. APAN groups focus on social engagement. Each of the main applications (blogs, forums, media galleries, wikis and calendars) provides a place for community members to contribute direct comments or feedback. Like many social networking sites, users can also tag content and people using #tags and @mentions. Pages are made up of a collection of drag-and-drop widgets, making it easy for owners with limited experience to be able to customize their community. Additional information concerning APAN's current and future capabilities can be found at <https://www.apan.org>.

APAN Sites focus on content management. Through the use of document management capabilities like managed metadata, version control and check-out control, community owners can design an organizational structure that makes it easier for members to find, share and collaborate on content. Owners are encouraged to ensure consistent business processes and track tasks using workflows and lists. APAN sites have mobile versions allowing you to view lists and documents while away from your computer.

#### **4004. Common Operational and Tactical Picture**

The COP/CTP can be displayed digitally via C2 systems such as Command and Control Personal Computer (C2PC) or in the analog form on map boards. Visual displays are used to depict the relevant information. CMOC visual displays can be displayed with a map board or graphically using a storyboard in PowerPoint. Digitally prepared visual displays are optimal because they can be easily transmitted through various means, including systems used by commanders to maintain mission command. MARCIMS with integrated Google Maps can be exported as KML files to provide updates to the commanders COP/CTP.

### **a. DisasterAWARE RAPIDS and Office of Emergency Programs (EMOPS)**

During foreign disaster relief, the DOD uses RAPIDS, a custom version of Disaster all-hazard warning, analysis, and risk evaluation (AWARE), and exclusively available to members of the DOD humanitarian assistance and disaster relief community. It was developed to meet the DOD need for a means for vital information sharing, including For Official Use Only (FOUO) data deemed essential for coordinating preparedness, response, and recovery efforts. Users of RAPIDS involved in theater security cooperation and defense support of civil authorities (DSCA) efforts can also share analyses and situational reports, enriching the knowledge base for all crisis response stakeholders. The primary unclassified shared situational awareness tool used during DSCA is called SAGE. Its operational relevance is based on the requirement to share data with USNORTHCOM Mission Partners during DSCA operations. It provides high level view of the operational situation using DoD geospatial data sharing and collaboration through a variety of geospatial tools that leads to fused situational awareness. It is currently being used as the unclassified COP at several geographical combatant commands and in all 50 States, and is the primary mechanism to share geospatial data between USNORTHCOM and the Department of Homeland Security.

RAPIDS is one of three recognized DoD tools for displaying and sharing unclassified situational awareness information. It is comprised of overlays and links to authoritative data including customized data (Controlled Unclassified Information) and features (RAPIDS Dashboard). RAPIDS-specific data and resources are not shared with partner nations. It was developed for and currently managed by the Pacific Disaster Center (PDC) out of the University of Hawaii and located on the island of Maui. To access RAPIDS, go to <http://rapids.pdc.org/rapids>, click on "Request Access" and enter the requested information. Users requesting access to RAPIDS must provide sponsor information. Active duty personnel are asked to include their commanding officers' (or designated sponsor's) information. User requests from contractors or persons who otherwise do not have a .mil account require an active military sponsor in order to receive their RAPIDS account information.

EMOPS is similar to RAPIDS but designed to meet the information needs of emergency managers and government users around the world. EMOPS provides an open source

environment for accessing and sharing unclassified information before, during, and after a disaster. EMOPS is available over the open internet so individuals and organizations who do not have access to traditional DOD systems and networks can participate in information sharing and collaborative events. To obtain an account, go to <http://emops.pdc.org/emops>, and click the "Request Access" link to access a form to request a user name and password for DisasterAWARE.

**b. Situational Awareness Geospatial Enterprise (SAGE)**

SAGE uses unclassified Global Command and Control System-Joint (GCCS-J) as a track database source to publish dynamic track data into the geospatial environment and the Environmental Systems Research Institute (ESRI) Corporation's ArcGIS family of products. It uses COP synchronization tool to share track data between GCCS-J based unclassified COP partners and a range of web services to share geospatial data between Open Geospatial Consortium (OGC) compliant systems. ArcGIS Explorer and Google Earth can also be used to display SAGE services allowing for a true 3D capability.

SAGE data comes from numerous sources and includes FFT devices, imagery, Land/Maritime/Air PLI data, critical infrastructure, and domestic event data. DoD is currently working with Federal Emergency Management Agency (FEMA), DHS, National Guard Bureau (NGB), NGA, and U.S. Army, North (USARNORTH) to ensure logistical/DSCA data sharing requirements are vetted and proper agreements developed. FEMA and DHS are using the same ESRI architecture that is used in SAGE which will make future co-development between USNORTHCOM and FEMA easier.

SAGE has the potential to expand as an unclassified tool for all similar in management and use as GCCS-J Global COP. To request an account, use the following URL -  
<https://sageearth.northcom.mil>.

**c. Marine Civil Information Management System (MARCIMS)**

MARCIMS supports CMO by providing dynamic reporting, analysis, and planning using geospatial and semantic technology. This gives the commander the ability to visualize reports

and data in both geospatial and various graphical ways, allowing for quick and easy understanding.

In order to execute effective CAO and support CMO, Marines require persistent, actionable knowledge of the civil component of the operational environment. MARCIMS leverages innovations in mobile computing technologies, semantic information and knowledge management, and web-based geospatial decision support capabilities. These capabilities identified below can be applied as components or as an end-to-end system that permits true CIM and supports the needs of MAGTF commanders when engaged in CMO.

MARCIMS is a net-centric system that stores information at the fact level through open source relational/semantic database services. Access to data stored in MARCIMS is achieved via standard interoperable Web services, to include those adopted DOD-wide from the Open Geospatial Consortium, International Standards Organization, and other standards bodies. MARCIMS is built upon a scalable architecture allowing for an agile response to rapid-onset events as well as integration (import/export) with a variety of platforms and services.

MARCIMS operational maps and overlays can digitally depict the civil-military operating environment (green layer). See figure 4-5 as an example of the MARCIMS CMO overlay.



**Figure 4-5: MARCIMS CMO Map**

MARCIMS' mobile collection and notification capability leverages Android-based smart phones and tablets on which doctrinally-compliant and unit-specific collection applications are loaded.

Twitter-like annotation capabilities are built into those forms to allow semantic discovery. In receipt-mode, situational/geospatial alerts and social awareness notifications are pushed to the mobile users. The MARCIMS mobile devices have store-and-forward capability when disconnected from the internet as well as connecting to the MARCIMS knowledge base using real-time data submission enabled by local cellular networks or wireless internet connection.

## **4005. Visual Displays**

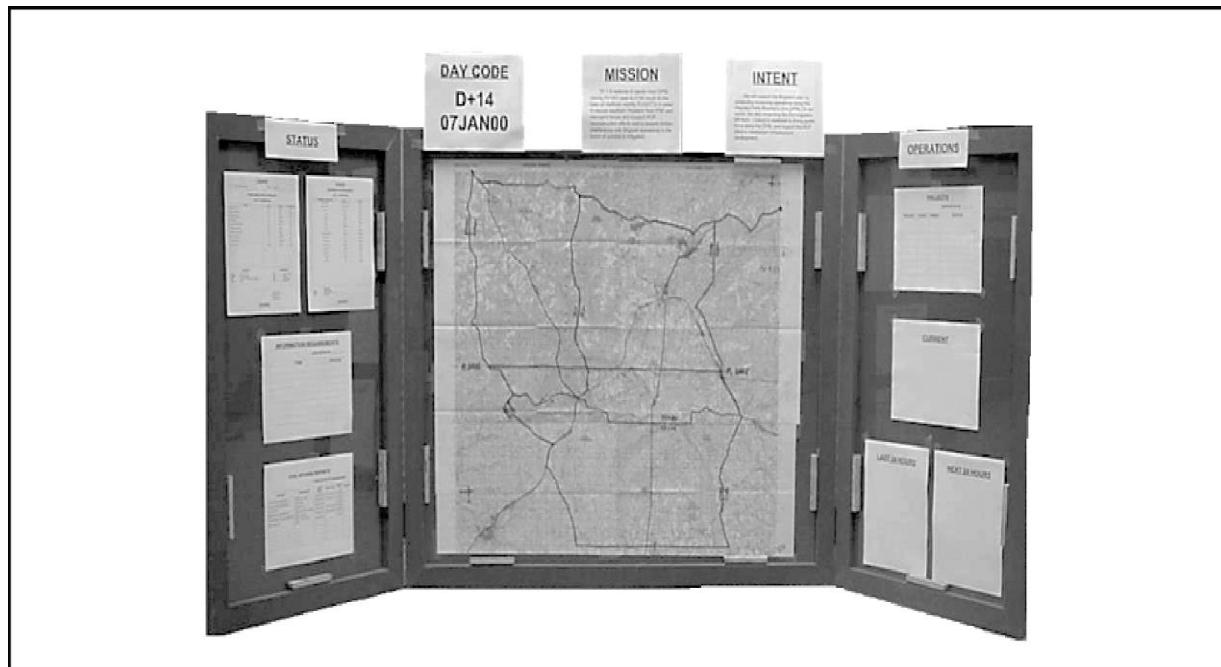
Depending on the mission and its scope of work, the CMOC may or may not have the ability to display the MAGTF COP/CTP. Information can be displayed in the CMOC with map boards or digitally with storyboards. A map board can be constructed with two standard sheets of plywood (4 feet by 8 feet). If space is insufficient to display two boards, maps and overlays can be posted on each side of one board - one side for the military and the other side for everyone to see. Critical information should be posted on the board to ensure all parties are receiving the same information.

### **a. Map Board**

A map board highlights situational information. Information that should be identified on the map would include:

- Political boundaries.
- Vehicular routes (if there are designated CMO routes, they need to be uniquely identified).
- Critical infrastructure and resources locations.
- Location of key HN organizational faculties.
- Location of key USG agency faculties.
- Location of operating nodes of NGOs, private sector, and other civilian agencies..
- Humanitarian and disaster relief supply points.
- 
- Operational boundaries, unit locations and relevant graphic control measures.

See figure 4-6 for an example of a CMOC map board.



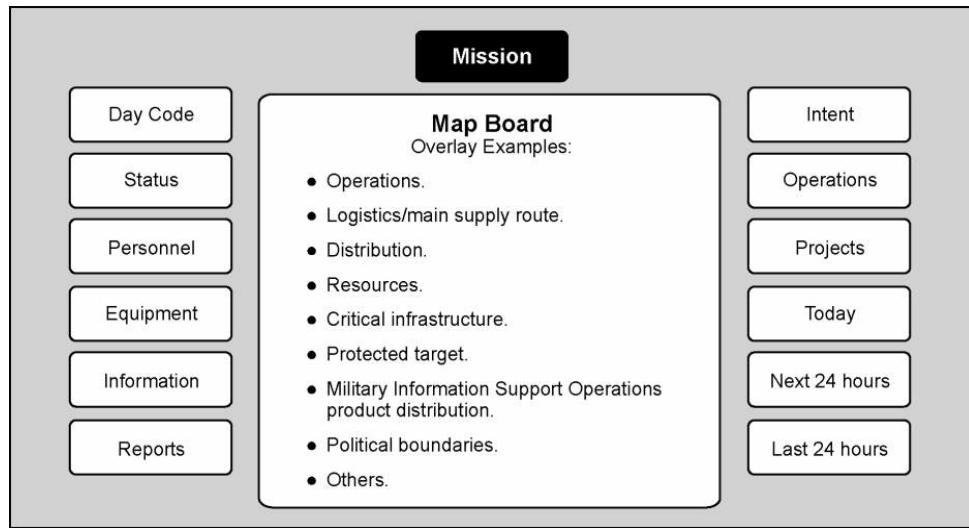
**Figure 4-6: CMOC Map Board**

### b. Status Board

Status boards can provide a snapshot of relevant operational information. Information located on a status board:

- Mission.
- CCIRs.
- Key leaders of interest (friendly/neutral).
- Day code.
- Last 24 hours (events focused on CMO).
- Next 24 hours (events focused on CMO).
- Projects tracking worksheet.
- POC of key CMO nodes/personnel (civilian and military).

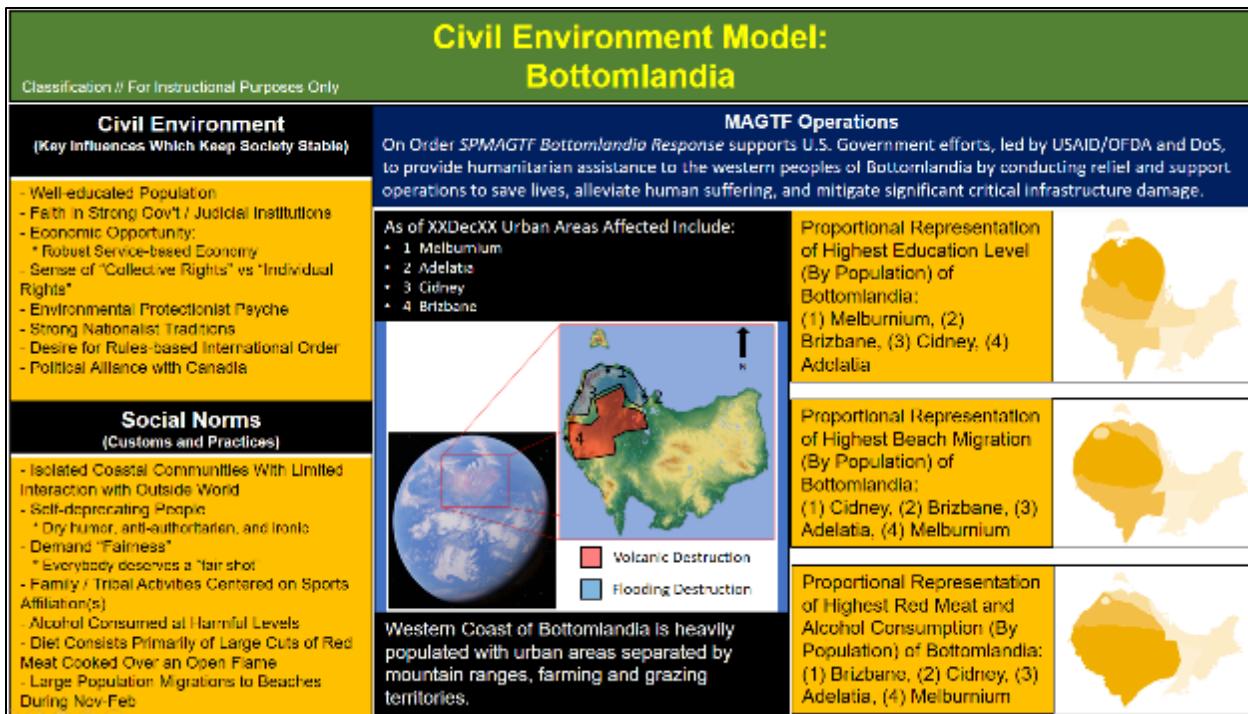
See figure 4-7, for an example of a CMOC status board.



**Figure 4-7: CMOC Status Board**

### c. Story Boards

CMOC storyboards may also be used to facilitate the transmission of vast information in one graphic display. Storyboards can be created digitally using PowerPoint. Information graphically displayed can then be transmitted digitally over secure and/or non-secure networks based on classification. See figure 4-8 as an example of a story board depicting the civil environment.



**Figure 4-8: Example of a CMOC storyboard**

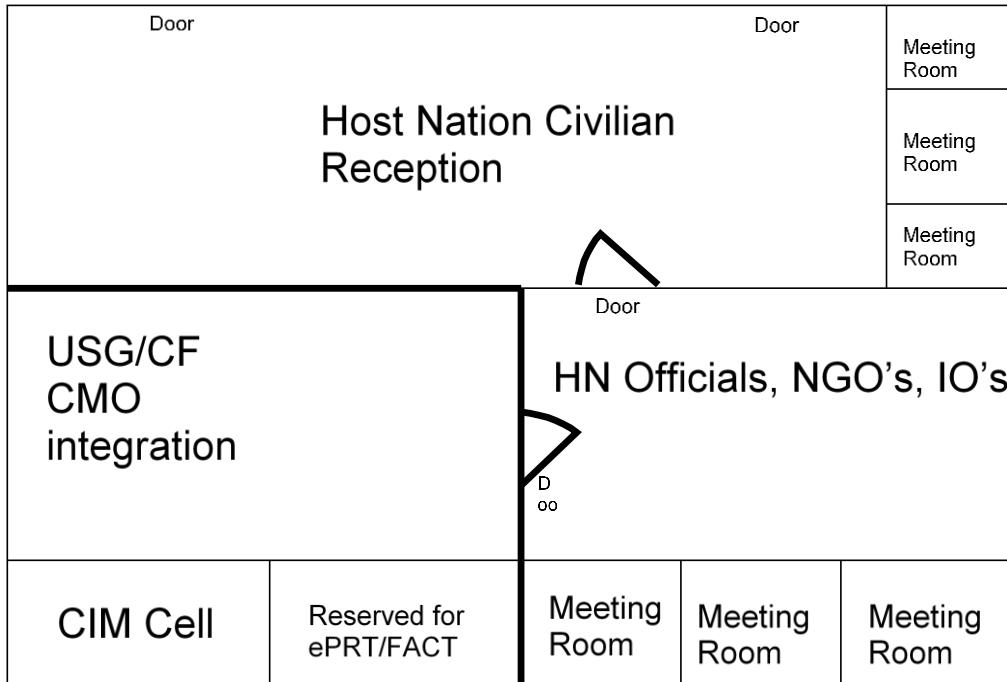
## 4006. Layout Considerations

The layout of the CMOC must be conducive to continuous, productive communication flow.

The CMOC would normally require the following areas:

- Meeting area.
- Military work areas (operations security, controlled, and classified areas).
- Map boards (graphics and overlays) and briefing boards.
- Access points (e.g. screening/ECPs).
- Information management and control.

See figure 4-1 or 4-9 (below), for an example CMOC layout.



**Figure 4-9: Example of a CMOC Layout**

#### **4007. Continuing Actions**

The CMOC should be constantly seeking ways to improve its security, coordination, information development, information dissemination, and internal support mechanisms to facilitate unity of effort of all civil entities within the MAGTF AO. The CMOC is an integral part of developing and understanding the civil component of the OE. The work accomplished within the CMOC assists the MAGTF commander in achieving his desired end state and mission objectives. In addition, the information gathered and processed by the CMOC through the civil information management process helps develop branches and sequels to current operations and provides input to the staff estimate, Annex G, operations orders (WarnOs, FragOs), and updates to CPB, and the MARCIMS Area Study.



## **GLOSSARY**

### **SECTION I. ACRONYMS AND ABBREVIATIONS**

AO .....	area of operations
AOR .....	area of responsibility
APAN .....	All Partners Area Network
ASCOPE .....	areas, structures, capabilities, organizations, people, and events
C2 .....	command and control
CA .....	civil affairs
CAA .....	civil affairs activities
CAO .....	civil affairs operations
CAT.....	civil affairs team
CCIR.....	commander's critical information requirements
CE.....	civil engagement
CIM.....	civil information management
CMO .....	civil-military operations
CMOC .....	civil-military operations center
CMOWG .....	civil-military operations working group
COC .....	combat operations center
COP .....	common operational picture
CPB .....	civil preparation of the battlespace
CR .....	civil reconnaissance

CTP .....	common tactical picture
DOD .....	Department of Defense
DOS.....	Department of State
DisasterAWARE.....	disaster all-hazard warning, analysis, and risk evaluation
DSCA.....	defense support of civil authorities
EMOPS.....	Office of Emergency Programs (UNICEF)
FHA.....	foreign humanitarian assistance
G-9 .....	brigade or higher civil-military operations staff officer
GCC-J.....	Global Command and Control System-Joint
HACC .....	humanitarian assistance coordination center
HN .....	host nation
HOC .....	humanitarian operations center
HQ .....	headquarters
HHQ .....	higher headquarters
ICS .....	Incident Command System
IM .....	information management
IO .....	international organizations

IPB .....	intelligence preparation of the battlespace
IPI .....	indigenous populations and institutions
JIACG .....	joint interagency coordination group
JLOC .....	joint logistical operations center
JTF .....	joint task force
MAGTF.....	Marine air-ground task force
MARCIMS .....	Marine civil information management system
MCCMOS.....	Marine Corps Civil-Military Operations School
METT-T .....	mission, enemy, terrain and weather, troops and support available—time available
NGO .....	nongovernmental organization
OCHA .....	Office for the Coordination of Humanitarian Affairs
OE .....	operational environment
OFDA.....	Office of United States Foreign Disaster Assistance
OIC .....	officer in charge
PMESII .....	political, military, economic, social, information, and infrastructure
RFA .....	request for assistance
RFI .....	request for information

SAGE .....	Situational Awareness Geospatial Enterprise
SPMAGTF .....	special purpose Marine air-ground task force
SOP .....	standard operating procedure
TTP .....	techniques, tactics, and procedures
UAP .....	unified action partners
UN .....	United Nations
UN-CMCoord .....	United Nations civil-military coordination
US .....	United States
USAID .....	United States Agency for International Development
USG.....	United States Government

## **SECTION II.**

### **DEFINITIONS**

**area of operations**— An operational area defined by a commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. Also called **AO**. See also **area of responsibility**. (DOD Dictionary)

**area of responsibility**— The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations. Also called **AOR**. (DOD Dictionary)

**civil affairs**— Designated Active and Reserve Component forces and units organized, trained, and equipped specifically to conduct civil affairs operations and to support civil-military operations. Also called **CA**. See also **civil-military operations**. (DOD Dictionary)

**civil affairs group**— A Reserve Component organization supporting the MAGTF commander with specially trained and organized personnel in order to facilitate the planning, coordination and execution of CMO and limited civil affairs operations. Also called **CAG**. (Note to terminologist: There is no Joint or Marine Corps definition of a CAG. Definition was derived from MCRP 5-12D and MCTP 3-03.A)

**civil affairs operations**— Actions planned, coordinated, executed, and assessed to enhance awareness of, and manage the interaction with, the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; and/or involve the application of functional specialty skills normally the responsibility of civil government. Also called **CAO**. (DOD Dictionary)

**civil engagement**— Civil engagement is a deliberate or spontaneous activity or interaction between Marine forces and nonmilitary individuals or entities, designed to build relationships; reduce or eliminate civil interference and causes of instability; gather, confirm, or deny information; foster legitimacy, or promote cooperation and unified action. Also called **CE**. (Note to terminologist: There is no Joint or Marine Corps definition of a CE. Definition was derived from MCCMOS)

**civil information management**— Process whereby civil information is collected, entered into a central database, and internally fused with the supported element, higher headquarters, other U.S. Government and Department of Defense agencies, intergovernmental organizations, and nongovernmental organizations to ensure the timely availability of information for analysis and the widest possible dissemination of the raw and analyzed civil information to military and nonmilitary partners throughout the area of operations. Also called **CIM** (MCRP 1-10.2)

**civil-military operations**— Activities of a commander performed by designated military forces that establish, maintain, influence, or exploit relations between military forces and indigenous populations and institutions by directly supporting the achievement of objectives relating to the

reestablishment or maintenance of stability within a region or host nation. Also called **CMO**. See also **civil affairs; operations**. (DOD Dictionary)

**civil-military operations center**—An organization, normally comprised of civil affairs, established to plan and facilitate coordination of activities of the Armed Forces of the United States within indigenous populations and institutions, the private sector, international organizations, nongovernmental organizations, multinational forces, and other governmental agencies in support of the joint force commander. Also called **CMOC**. See also **civil-military operations**. (DOD Dictionary)

**civil preparation of the battlespace**—An analytical method used to examine civil considerations in support of mission analysis and the overall IPB process. Civil preparation of the battlespace is conducted through the framework of mission, enemy, terrain and weather, troops and support available, time available and civil considerations in order to focus on civil aspects as it relates to the overall operational environment and mission accomplishment. Civil preparation of the battlespace uses myriad methods to specifically analyze different aspects of civil information and assess the civil impact of friendly, adversary, external actors, as well as the local populace, on MAGTF operations and the achievement of objectives. Also called **CPB**. (Note to terminologist: in an effort to illustrate the difference in focus area between intelligence planners and CMO planners, the writers feel the introduction of the term civil preparation of the battlespace is warranted and should be included in this publication and the Marine Corps lexicon of terms.)

**civil reconnaissance**—A targeted, planned, and coordinated observation and evaluation of specific civil aspects of the environment such as areas, structures, capabilities, organizations, people, or events. Also called **CR**. (DOD Dictionary)

**common operational picture**—A single identical display of relevant information shared by more than one command that facilitates collaborative planning and assists all echelons to achieve situational awareness. Also called **COP**. (DOD Dictionary)

**common tactical picture**— An accurate and complete display of relevant tactical data that integrates tactical information from the multi-tactical data link network, ground network, intelligence network, and sensor networks. Also called **CTP**. (DOD Dictionary)

**defense support of civil authorities**—Support provided by U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in title 32, U.S.C., status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. Also known as civil support. Also called **DSCA**. (DoDD 3025.18)

**foreign humanitarian assistance**—Department of Defense activities conducted outside the United States and its territories to directly relieve or reduce human suffering, disease, hunger, or privation. Also called **FHA**. (DOD Dictionary)

**humanitarian assistance coordination center**— A temporary center established by a geographic combatant commander to assist with interagency coordination and planning during the early planning and coordination stages of foreign humanitarian assistance operations. Also called **HACC**. (DOD Dictionary)

**humanitarian operations center** — An international and interagency body that coordinates the overall relief strategy and unity of effort among all participants in a large foreign humanitarian assistance operation. Also called **HOC**. (DOD Dictionary)

**host nation**—A nation which receives forces and/or supplies from allied nations and/or North Atlantic Treaty Organization to be located on, to operate in, or to transit through its territory. Also called **HN**. (DOD Dictionary)

**indigenous populations and institutions**— The societal framework of an operational environment including citizens; legal and illegal immigrants; dislocated civilians; and governmental, tribal, ethnic, religious, commercial, and private organizations and entities. Also called **IPI**. (DOD Dictionary)

**information management** — The function of managing an organization's information resources for the handling of data and information acquired by one or many different systems, individuals, and organizations in a way that optimizes access by all who have a share in that data or a right to that information. Also called **IM**. (DOD Dictionary)

**information operations**— The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. Also called **IO**. (DOD Dictionary)

**joint interagency coordination group** — A staff group that establishes regular, timely, and collaborative working relationships between civilian and military operational planners. Also called **JIACG**. (DOD Dictionary)

**joint task force** — A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called **JTF**. (DOD Dictionary)

**nongovernmental organization**— A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. Also called **NGO**. (DOD Dictionary)

**security cooperation**— All Department of Defense interactions with foreign security establishments to build security relationships that promote specific United States security interests, develop allied and partner nation military and security capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency

access to allied and partner nations. Also called **SC**. See also **security assistance**. (DOD Dictionary)

**support to civil administration**— Actions that help continue or stabilize management by a governing body of a foreign nation's civil structure by assisting an established government or by establishing military authority over an occupied population. Support to civil administration consists of planning, coordinating, advising, or assisting with those activities that reinforce or restore a civil administration that supports US and multinational objectives. Also called **SCA**. (MCRP 1-10.2)

**unity of effort**—Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. (DOD Dictionary)

## **REFERENCES AND RELATED PUBLICATIONS**

### **Federal Issuances**

#### United States Code

- Title 10      Armed Forces
- Title 22      Foreign Relations and Intercourse
- Title 32      National Guard

#### **Department of Defense Issuances**

##### Department of Defense Directives (DoDD)

- 2000.13      Civil Affairs
- 2311.01E      Law of War Program
- 3000.05      Stabilization
- 3025.13      Employment of DOD Capabilities in Support of US Secret Services (USSS)  
                  Department of Homeland Security (DHS)
- 3025.18      Defense Support of Civil Authorities (DSCA)
- 3600.01      Information Operations
- 5100.01      Functions of the Department of Defense and its Major 26 Components
- 5100.46      Foreign Disaster Relief (FDR)
- 5132.03      Policy and Responsibilities Relating to Security Cooperation
- 5530.3      International Agreements

##### Department of Defense Instruction (DoDI)

- 2205.02      Humanitarian and Civic Assistance (HCA) Activities

#### Miscellaneous

US Department of Defense. Department of Defense Support to Foreign Disaster Relief:

Handbook for JTF Commanders and Below. Washington, DC: Government Printing Office, 2011.

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### **Joint Publications (JPs)**

- 1            Doctrine for the Armed Forces of the United States
- 2-0        Joint Intelligence
- 3-0        Joint Operations
- 3-07      Stability
- 3-08      Interorganizational Cooperation
- 3-13      Information Operations
- 3-20      Security Cooperation
- 3-28      Defense Support of Civil Authorities
- 3-29      Foreign Humanitarian Assistance
- 3-57      Civil-Military Operations
- 4-0        Joint Logistics
- 5-0        Joint Operations Planning Process

DOD Dictionary of Military and Associated Terms

### **United States Army**

#### Army Doctrine Publications

- 3-07      Stability

#### Army Techniques Publications

- 3-57.10    Civil Affairs Support to Populace and Resources Control
- 3-57.30    Civil Affairs Support to Nation Assistance

- 3-57.50 Civil Affairs Civil Information Management
- 3-57.60 Civil Affairs Planning
- 3-57.70 Civil-Military Operations Center
- 3-57.80 Civil-Military Engagement

Field Manual

- 3-57 Civil Affairs Operations

**United States Marine Corps**

Marine Corps Doctrine Publications (MCDPs)

- 1-0 Marine Corps Operations

Marine Corps Warfighting Publications (MCWPs)

- 3-03 Stability Operations
- 5-10 Marine Corps Planning Process

Marine Corps Technical Publications (MCTPs)

- 3-03C MAGTF Interorganizational Coordination

Marine Corps Reference Publications (MCRPs)

- 1-10.1 Organization of Marine Corps Forces
- 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
- 3-03A.2 Multi-Service Techniques for Civil Affairs Support to Foreign Humanitarian Assistance

Fleet Marine Force Reference Publication (FMFRP)

- 12-15 Small Wars Manual

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- 3440.7B Domestic Support Operations
- 5710.6C Marine Corps Security Cooperation

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US Marine Corps Task List (MCTL) 2.0

## **North Atlantic Treaty Organization**

### Allied Joint Publication (AJP)

NATO Civil-Military Co-Operation (CIMIC) Doctrine

## **United Nations Publications**

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