

Opening Remarks and Introduction to Conference Events

Lieutenant General Zinni offered opening remarks the morning of 10 April, describing the events scheduled during Phase I of the conference: the multimedia presentation and issues/capabilities demonstration to follow that morning, and the six working groups that would begin that afternoon and continue the next morning.

Lieutenant General Zinni also outlined a series of objectives. The underlying intent of the conference was to promote meaningful discussion and frame this in a way that would lead to tangible results and a list of recommendations. The desire was for these recommendations to take the form of specific proposals for how to improve operations, coordination mechanisms, and other major areas. There was also interest in developing products that can be used. To support military applications, the subsequent Emerald Express exercise would address JTF operations and the translation of results and recommendations to the operational level.

Lieutenant General Zinni concluded his opening remarks by introducing the leaders of the six scheduled working groups. The seventh working group was formed during the conference. The seven groups and their leaders are shown in Table 1.

Table 1 Policy and Strategy Phase Working Groups and Their Leaders

	Working Group	Working Group Leader
1	Preparing Military Forces for Future Humanitarian Crises	Gene Dewey, Congressional Hunger Center
2	Coordinated Mission Planning	Larry Minear, Brown University
3	Coordinating Military and Relief Actions with Political and Diplomatic Initiatives	Ambassador Robert Oakley, National Defense University
4	Collecting and Sharing Crisis-Relevant Information	Enid Schoettle, National Intelligence Council
5	Urgent Delivery of Medical and Relief Supplies	Frederick Burkle, University of Hawaii Colonel Larry Smith, Office of the Secretary of Defense
6	Curbing Human Rights Abuse and Rebuilding Civil Institutions	Lionel Rosenblatt, Refugees International
7	National Interests and Decisions on Involvement	Bill Lind, Free Congress Foundation

Presentation of Recent I MEF Involvement in Operations Other Than War

Serving as one of the lead-ins to later working group sessions, this multimedia presentation involved a series of briefings, with accompanying slides and video. These briefings described the involvement of I MEF forces in operations other than war during the past three years. Operations other than war is a term used by the U.S. military, and this category includes humanitarian assistance and peace operations

Lieutenant General Zinni provided the introduction to this presentation, discussing the full range of operations that I MEF has recently conducted. These varied from domestic operations in support of civil authorities, to major humanitarian assistance and peacekeeping responsibilities in Somalia, to a warfighting role in the Persian Gulf. Domestic operations included supporting local authorities during a period of civil unrest in Los Angeles, providing potable water and emergency medical support following the Northridge earthquake, and conducting firefighting operations. Involvement in Somalia began with non-combatant evacuation operations conducted just prior to the ground war in the Gulf, increased with the formation of the initial Joint Task Force response in Operation RESTORE HOPE, returned with support for the withdrawal of U.S. forces a year ago, and finally concluded with Operation UNITED SHIELD and the UN withdrawal which occurred just weeks before Emerald Express '95. In light of this level of activity and range of responsibilities, Lieutenant General Zinni discussed what must be done to prepare for and conduct humanitarian and peace operations while maintaining high readiness for the military's primary warfighting role. He indicated the many areas such as logistics and engineering, where humanitarian operations directly support preparedness for a combat role, and other perishable combat skills that must be refreshed.

The multimedia presentation included five elements. The presentation's briefers and topics are shown in Table 2.

Table 2. Multimedia Presentation

Briefer	Topic
Colonel Newbold	15th MEU (SOC)'s Role as the Enabling Force During Operation RESTORE HOPE
Colonel Palermo	Task Force Wildfire's Operations
Colonel Cole	Response to Civil Unrest in Los Angeles
Lieutenant Colonel Sweeney	Humanitarian Support Provided Following the Northridge Earthquake
Lieutenant Colonel Croom	Medical and Dental Capabilities Program Conducted in Ecuador

The first element was a description of 15th Marine Expeditionary Unit (Special Operations Capable) -- 15th MEU (SOC) -- and their role as the initial, enabling force for Operation

RESTORE HOPE. This briefing was given by Colonel Greg Newbold, who commanded 15th MEU (SOC) during their operations in Somalia. Beginning with their landing operations in Mogadishu, 15th MEU (SOC) was involved in a wide range of actions from securing the port and airfield, to clearing streets and providing initial security, to providing essential immediate-term relief support, to setting up town councils

The next briefing was from the commander of Task Force Wildfire. During last summer's major wildfires in the Northwest, two 500-man battalions deployed from Camp Pendleton for firefighting operations in Washington and Idaho, and one battalion was later sent to Montana. They did this on very short notice, completing initial training and deploying for action in six days. Involvement in firefighting operations included interactions with many external agencies and offered valuable opportunities to exercise small unit leadership.

In 1992, as civil unrest in Los Angeles increased and rioting became more pronounced, a decision was made to bring in a small force of Marines. Their purpose was to establish a visible presence and support local law authorities in order to promote stability. During the course of Operation GARDEN PLOT, Marines worked in close cooperation with the local police and provided site security, traffic control, secure escort, and crowd control. Key lessons learned at the small unit level were in the areas of media interactions, commercial communications systems, domestic operations, police procedures, and ensuring common terminology. This last lesson was reinforced by an example: Marines accompanying several police officers received fire from a building; when the police asked the Marines to cover them as they moved forward, the Marines fired several rounds through the window where the shots were fired -- this greatly surprised the police because the term "cover" has a different meaning for them.

Following the Northridge earthquake, a small combat service support detachment deployed to provide potable water storage and distribution in a purely humanitarian operation. They supported the efforts of relief agencies and also offered limited medical support capabilities. Important characteristics of the force were its rapid deployability, flexibility, and self sustainability. The nature of humanitarian emergencies makes this last characteristic so important, and being self-sustaining is an important feature of U.S. military involvement.

The final briefing concerned a recent medical and dental support program conducted in Ecuador. The purpose of this program was to provide training for the forces involved. During the course of the program, they provided extensive medical and dental care and built a school using materials available in the community. This program provided training of medical, dental, engineering, and language skills.

Field Demonstration of Capabilities and Issues

The next event was a Capabilities/Issues Demonstration conducted at several field sites in Camp Pendleton. This also served as a lead-in to the subsequent policy-oriented working groups. The demonstration was designed with several purposes in mind. This provided an opportunity to visually demonstrate key lessons learned from recent operations and the use of these lessons in