BULLETIN

PERMANENT EXECUTIVE SECRETARIAT CONFERENCE OF AMERICAN ARMIES
VOLUME III

Permanent Executive Secretariat of the Conference of American Armies, Volume III

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Foreword

I cordially salute all army commanders and representatives from the member and observer armies and international military organizations of this prestigious organization. A special congratulations to Barbados and Jamaica Defense Forces for their accession into the Conference of American Armies (CAA) as full members.

Throughout its 57 years of history, the CAA has served to promote closer relationships and to strengthen integration and collaboration among the American armies. Grounded in mutual trust and respect, the contributions made by the armies during the conferences and exercises of this cycle stand out as the most valuable aspect of these events and have been the key to achieving the goals established by the army commanders in Bogota in November of 2015. Together, we have created innovative and practical products and procedures that will benefit both the CAA as an organization and the soldiers and leaders that make up each of our armies.

Understanding the importance of hosting a forum for army commanders to interact face to face every two years in an era in which resources are scarce, the 32nd cycle of the CAA worked hard maximizing technology to provide commanders with ample time to discuss subjects of strategic importance. I was honored to lead the commanders' first ever, four-hour strategic dialogue. The pre-coordinated, overarching theme was "CAA Vision 2030" with three subcategories: (1) Readiness, modernization, transformation, and interoperability; (2) Countering terrorism, cyber attacks, and transnational organized crime; and (3) Humanitarian assistance and disaster relief response.

The purpose of this bulletin, prepared by the U.S. Army's Center for Army Lessons Learned, is to capture and share the valuable lessons we have learned in organizing and directing the Permanent Executive Secretariat of the 32nd cycle of the CAA. The U.S. Army had not taken on this responsibility in more than 20 years and very little information remained in the archives from the last time we held this responsibility. This document serves to avoid that problem in the future and will be made available to other armies who may consider volunteering to assume this important mission.

The 32nd cycle of CAA has achieved results that will benefit all of our armies for many years. The relationships among American armies have been strengthened by participation in the CAA and they will illuminate ways ahead to enable all of our armies to enjoy mutual success in the protection of freedom, prosperity, and security of all peoples of the Western Hemisphere.

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Commanding General, U.S. Army South
Secretary General, Permanent Executive
Secretariat of the 32nd Cycle of the CAA

Permanent Executive Secretariat of the Conference of American Armies, Volume III

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Introduction

This is the third and final Center for Army Lessons Learned (CALL) bulletin covering the U.S. Army hosting of the 32nd cycle of the Conference of American Armies (CAA). This bulletin serves as a guide for planning and executing CAA events organized by the Permanent Executive Secretariat of the Conference of American Armies (PESCAA) at the culmination of a two-year cycle. It provides a combination of lessons learned and best practices to facilitate planning, coordination, and execution of CAA conferences in accordance with the organization's bylaws.

This bulletin is designed for any member of the CAA serving as the PESCAA lead and presents the lessons learned in leveraging the CAA's technology to manage the conduct of the cycle, development of products for the preparatory conference, coordination for the commanders' conference, and the transfer of responsibility to the host of the following cycle.

This bulletin was written based on the host army's (U.S. Army) role in the 32nd cycle as the PESCAA. All references and examples consist of U.S. doctrine, regulations, and locations, which are used as an example of how to run the cycle. Other countries hosting future cycles as the PESCAA should refer to this guide as well as PESCAA Bulletin Volumes I and II and insert their own doctrine, regulations, and locations to build their cycle.

Chapter 1

Cycle Management: Leveraging Technology

WebEx Video Conferences

During the 32nd cycle, the Permanent Executive Secretariat of the Conference of American Armies (PESCAA) emphasized the use of available technology to improve coordination, communications, and cooperation among armies. Historically, the Conference of American Armies (CAA) used its video conference system, Cisco's WebEx platform, as a means to conduct communications checks and meetings with limited substantive content. During the planning for the first pre-planned "communications exercise," as approved by the commanders in November 2015, the PESCAA scheduled a liaison officer (LNO) meeting in April 2016, with the intent to deliver information regarding the first specialized conference hosted by the Honduran Army in June 2016. A total of 19 LNOs attended this meeting, which offered the executive secretary a low-cost platform to conduct meetings.

Following the successful use of the platform and wide-range participation, the PESCAA organized quarterly meetings with the LNOs to review upcoming events as well as to discuss outcomes and due-outs of previous specialized conferences. These meetings proved effective for maintaining regular communication and allowed LNOs to address issues of common interest.

Another initiative resulting from the successful use of the WebEx video conference platform was regular communication with specialized conference host armies in the months prior to the event. This enabled the PESCAA to assist host armies in coordinating with other armies on development of the topics, selection of presenters, and composition of the delegations that would attend the events. As for the first specialized conference of the cycle, the PESCAA sent two officers to Honduras to assist with the planning. Using this available technology, the coordination was done virtually at no additional cost to either the PESCAA or host army. This allowed a more frequent interaction with regular meetings scheduled as follows:

- Three months prior to event: Monthly

- Two months prior to event: Every other week

- One month prior to event: Weekly

The successful interaction between the PESCAA and LNOs led to the development of weekly video conferences leading up to the preparatory and commanders' conferences allowing them to discuss topics and address issues prior to the events. These meetings proved to be an extremely effective way to advance the work accomplished during the conferences by providing the following tangible benefits:

- The meetings allowed time to discuss each topic, resulting in more detail than normally available.

- The meetings provided LNOs the opportunity to discuss input with their commander and staff between weekly meetings, allowing commanders to provide direct impact.

- The frequency of meetings allowed all participants to remain informed and relevant while providing predictability.

- Each meeting had its own agenda, but flexibility allowed for deviation to address issues as they arose.

The topics of the video conferences leading up to the preparatory conference mirrored the requirements outlined in the CAA regulations for discussion during the conference. The following is a list of topics:

- 06 July: General requirements

- 13 July: 33rd cycle

- 21 July: Conclusions and recommendations, 2016 events

- 27 July: Conclusions and recommendations, 2017 events

- 03 August: Bylaw changes

- 10 August: Themes for Commanders' Conference of the American Armies (CCAA) strategic discussions

- 17 August: Final coordination

Additional WebEx meetings were established following the preparatory conference to address due-outs and voting approval of products. Similarly, the PESCAA organized a series of video conferences to conduct final coordination prior to the commanders conference, including finalizing the products the commanders would vote on using the virtual voting system (described later in the chapter). The following is a list of topics leading up to the CCAA:

- 14 September: CCAA coordination, administration instructions, requirements, key dates

- 21 September: Bilateral meetings (confirmation of approved requests, procedures)

- 26-28 September: Commander's WebEx

- 05 October: Review of draft accords and simulated voting procedures

- 12 October: Strategic discussion

- 19 October: Vote results/final accords

- 26 October: Final coordination

Along with the WebEx video conferences for LNOs, the secretary general hosted three Army commander-level video conferences during the cycle. These meetings allowed the secretary general to provide updates on CAA items to Army commanders or their designees, and it presented another platform for commanders to address each other in an open forum and discuss items of common interest. The commanders' WebEx meetings were normally attended by more than 20 armies, with participation from at least 13 Army commanders, deputy commanders, or other general officers.

One particular challenge during the video conferences was the language barrier among partner nations. This challenge was addressed in the following two distinct ways by the PESCAA:

- The LNO meetings were conducted using consecutive interpretation provided by the PESCAA staff. One advantage was that the information was disseminated to everyone to ensure mutual understanding. However, one disadvantage was that it lengthened the meetings.

- For the commanders' meetings, each army was asked to provide its own interpretation, and the meeting was conducted in English only. Each army was expected to have simultaneous interpretation and the same was provided to the secretary general by the PESCAA staff.

The success of integrating the video conferences as part of routine coordination proved effective for cycle management. It enhanced communication between armies, enabled the PESCAA to hold LNOs accountable for proper coordination, and provided a forum to develop real-time solutions across multiple countries with zero-added cost. The use of the technology available to conduct this type of regular coordination was a new concept to the CAA. The system had been tested during prior cycles, but was not implemented as a communications platform until this cycle.

The remainder of this chapter provides details and examples of the planning, coordination, communication, and management tools that enabled the permanent executive secretary to successfully manage the CAA and leverage technology.

Communications

The purpose of the Integrated Communication and Informatics System of the Conference of American Armies (ICOSCAA) (Sistemas Integrados de Comunicaciones de la Conferencia de los Ejércitos Americanos [SICOCEA]) is to provide the CAA with a communications system devoted to supporting activities within the organization. The goal is to provide its members with an official means for exchanging information about the organization related to the current cycle; regulations; and specialized, preparatory, and commanders' conference materials for subsequent consultations by the CAA member armies. These systems consist of the following:

- Red de la Conferencia de los Ejércitos Americanos (REDCEA) (Conference of American Armies Net) (CAA website)

- Web page and a high frequency (HF) long-range radio communications network used as a secondary means of communication to maintain a permanent link for mutual interest and information sharing within the organization

The host army chief of communications assumes the administration of the information system network and is responsible for the following:

- Coordination with Army South (ARSOUTH) REDCEA web master for system administration permissions and technical advice

- Data management as directed by the PESCAA

- REDCEA web page modifications

REDCEA

As part of ICOSCAA, the REDCEA web page provides the platform the organization uses to share and disseminate information among members and the public. This web page has the necessary elements in the three official languages (Spanish, English, and Portuguese) and offers detailed information regarding upcoming specialized conferences, document repository, web mail, and video conference services (WebEx). The REDCEA web page's main characteristics are as follows:

- It is a network independent of any army or government network.

- The PESCAA and the member army hosting the CAA's information system network co-manage the REDCEA web page services.

- The REDCEA web page is divided into two access modes: the public and private zones.

    ○ The public zone is the area in which the web content is available to the public without any restriction and its information content is for general public knowledge.

    ○ The private zone is the area where access is exclusively restricted to the authorized personnel of the CAA's member armies, observer armies, and organizations, and whose content is recognized as restricted.

Figure 1-1. REDCEA web page at
https://www.redcea.com/SitePages/Home.aspx

REDCEA Account Request Process

The standard procedure for account requests to the CAA's REDCEA web page information system private zone is as follows:

- The user must complete an account request form. (See Appendix B for an account request form.)

- The account application form must be submitted to the CAA army LNO for approval. If the applicant does not belong to a CAA member army, then the application should be submitted to the PESCAA chief of communications.

- Approved applications: Once the ARSOUTH web master receives the application, an account is created and the individual receives a notification with login account credentials.

To access the REDCEA page, users must be authorized in accordance with the current CAA regulations and have an active REDCEA account. The authorized REDCEA users are as follows:

- Heads (commanders or chiefs of staffs) of the army members

- Heads (commanders, chiefs, or directors) of combat branch or signal corps of the army members

- PESCAA staff

- LNOs of the army members of the CAA

- Military attaches of the army members

- Specialist delegates of the army members

- Military personnel of the army members of the CAA, authorized by PESCAA

- LNOs of the CAA before other international organizations

REDCEA Web Mail Services

One of the services provided by redcea.com is web mail services. This service allows authorized users to rapidly send, receive, and review emails and files from their web browsers through electronic communications systems. Follow these steps to login to the CAA's email:

Step 1. Go to https://www.redcea.com.

Step 2. On the main screen, click on the email icon (envelope icon) (see Figure 1-2).
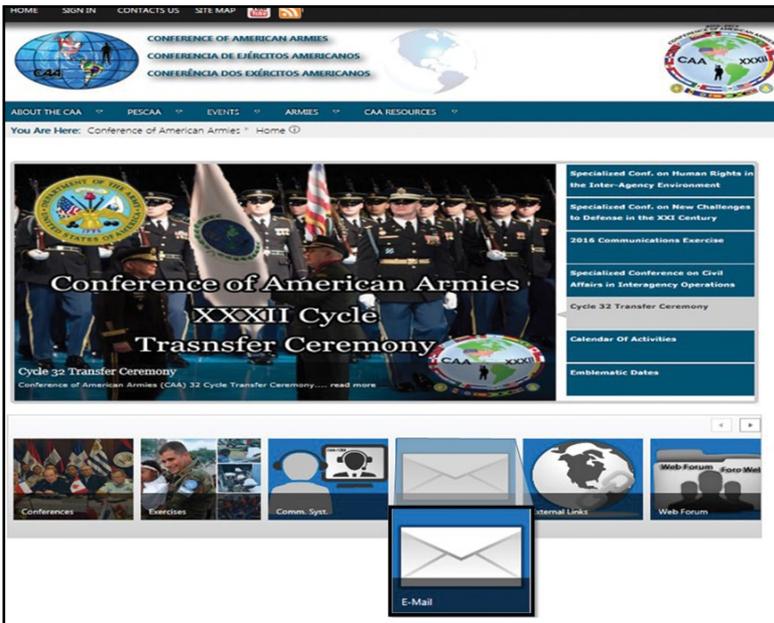

Figure 1-2. CAA web mail access

Step 3. An access screen displays. Type in the user name and password (see Figure 1-3).

Figure 1-3. Web mail access screen

Step 4. Once credentials are entered, the web mail inbox can be accessed.

Step 5. This screen has the inbox, calendar, contacts, tasks, and public folders.

WebEx Video Conferences

Another feature of the REDCEA page is the ability to conduct video conference services. Accordingly, this video conference, also known as WebEx, is a multi-functional desktop video/audio conference call application used to meet with anyone, anywhere, in real time from anywhere around the world, as long as internet services and computer access is available. The following are services provided by WebEx:

- Secured connection
- Audio conferences
- Video conferences
- Chat
- Desktop sharing
- Online text editing

Technical and Administrative Instructions

To take part in the video conference, it is necessary to have an internet connection with a current web browser (Firefox, Chrome, or Internet Explorer), webcam, microphone, and audio system.

It is advisable to have a high definition webcam, as well as a high-speed internet connection above 5 megabits per second (Mbps). In case of not being able to meet these requirements, it is possible to participate successfully in the video conference, but the audio and/or video might be low quality.

The connection will be performed through the CAA website at www.redcea.com, where the internet video conference icon must be clicked for access (see Figure 1-4), or go to https://redcea.webex.com.

Figure 1-4. Video conference icon

Instructions to Access the WebEx

Step 1. Once the PESCAA creates the video conference in the WebEx platform on the CAA's website at www.redcea.com, an invitational email with the link and password of the conference will be sent to the participants (see Figure 1-5).
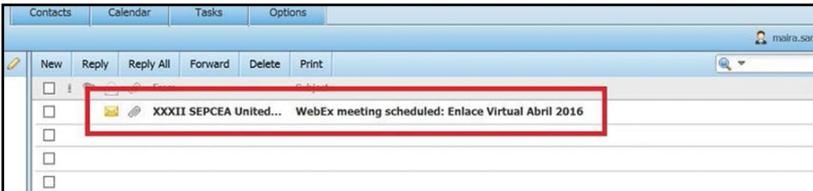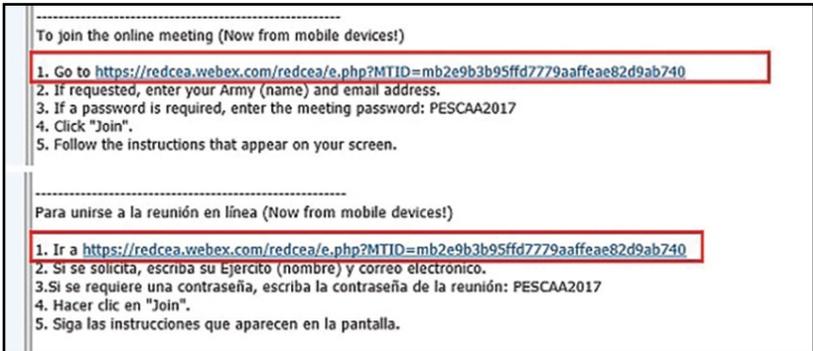

Figure 1-5. Invitational email

Step 2. After opening the email with the invite, click on the "Go to Conference" link (see Figure 1-6).

Figure 1-6. "Go-to Conference" link

Step 3. Once you click on the link or copy and paste it into the browser, you will be directed to the virtual room. Login with the name of your country, email, and password (available in the email with the invite). Click on the "Join" button to access the video conference (see Figure 1-7).
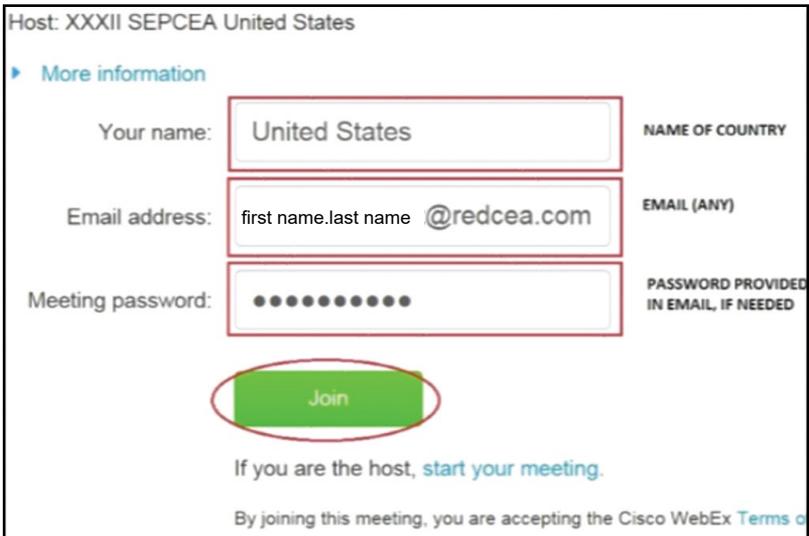
Figure 1-7. WebEx login

Step 4. At the Cisco WebEx add-on message, click on the "Download and Agree" button to start the download (see Figure 1-8), which is required for the WebEx platform.

Figure 1-8. WebEx add-on message

Step 5. On the next screen, you will see a message of the platform being loaded. Once the WebEx add-on has loaded successfully, you will see a "Starting WebEx" window (see Figure 1-9).
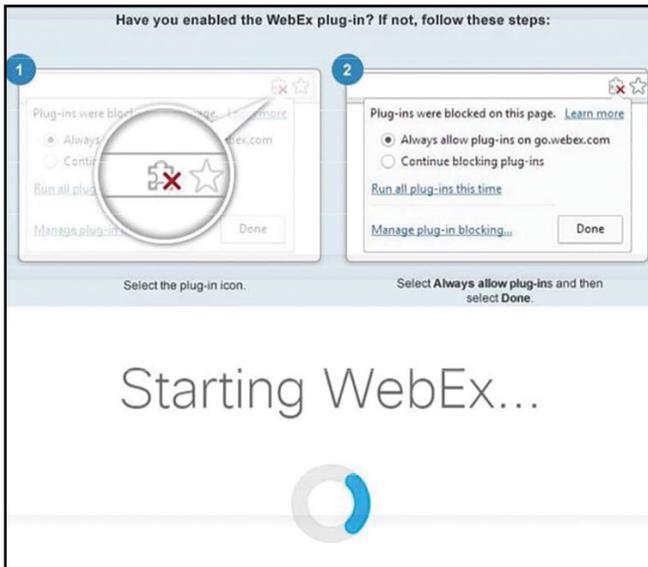
Figure 1-9. WebEx loading screen

Step 6. You will now see the "Audio and Video Connection" screen (see Figure 1-10). Ensure "Call Using Computer" is selected. It will automatically detect the webcam if it is already connected. You will then click "Connect Audio and Video." This screen will now initiate both audio and video broadcast.
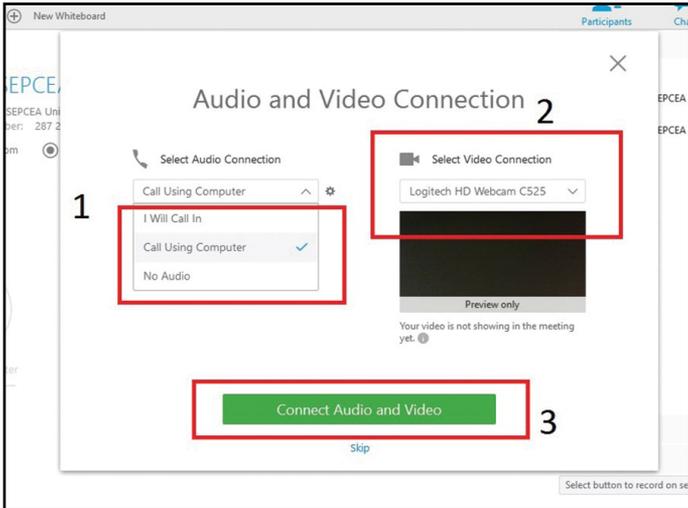
Figure 1-10. Audio and video connection screen

Step 7. The "Connected to Audio" box indicates that the user is logged on correctly and ready to transmit (see Figure 1-11).
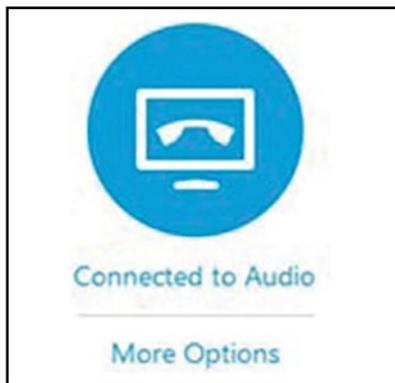
Figure 1-11. Login confirmation

Step 8. Upon completion of the steps aforementioned, you will have access to the WebEx Virtual Room (see Figure 1-12).

Figure 1-12. WebEx virtual room

The introduction of web conferencing during the 32nd cycle has transformed the way the organization conducts operations. Instead of costly and time-consuming travel, it is now possible to reach LNOs and CAA partners instantly over the web. This application can bring people together from across the globe to attend virtual meet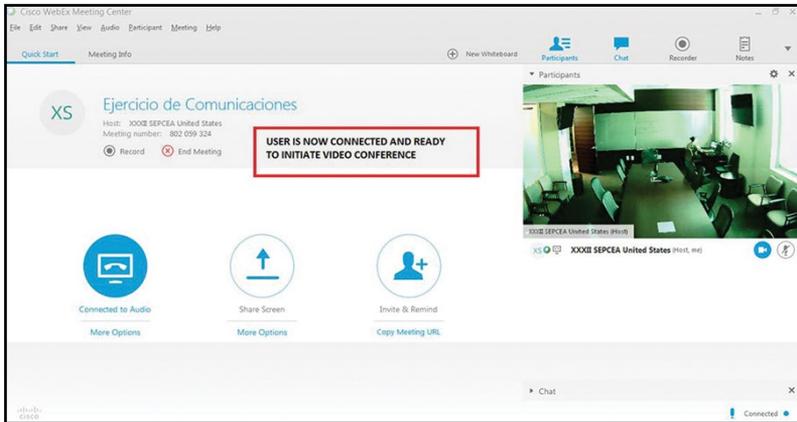ings, conferences, coordinate future events, or brainstorm new ideas. With WebEx teleconference services, the CAA was able to operate and stay connected to facilitate the coordination of upcoming events, including specialized conferences, strategic discussion development, proposed accords changes, and next cycle themes that otherwise require countless hours of face-to-face interaction.

One of the best practices the PESCAA team implemented during this cycle was the ability to broadcast specialized conferences utilizing the WebEx application from the conference location. This method allowed the LNOs who were not able to travel to take an active role and participate during the event. In order to make this possible, the PESCAA team deployed with a dedicated computer and webcam with access to the internet. Importantly, upon completion of the WebEx setup, an invitation was sent to those delegates who were not able to attend.

WebEx Best Practices and Recommendations

To conduct a successful WebEx meeting, it is recommended that the PESCAA operations and the S-6 coordinate with CAA LNOs two weeks in advance of the teleconference to conduct a video and audio test and disseminate special instructions and protocols that will be followed during the meeting. This will give the LNOs and their technicians ample time to configure and troubleshoot any issues prior to the scheduled event. In addition to the communications checks and system validation, it is recommended that the host of the virtual meeting open the WebEx session two hours in advance and conduct a final check and roll call. Once roll call is finalized, the S-6 provides an updated list of logged-on personnel to the executive secretariat and to the operations section prior to initiating the meeting. This list should include country, rank, name, and position.

High Frequency Radio Communications

High Frequency Radio Network

Although we currently operate in a digital environment in which hyperactive communications are necessary to conduct the simplest tasks, consideration must be made regarding the value and place for legacy communications systems that many partner nations use worldwide. This includes HF radio communications. It is well known that during natural disasters, such as hurricanes and earthquakes, internet services and digital communications networks are the first to be affected. HF communications have proven to be invaluable, not only for internal communication between CAA members, but also an essential communications capability supporting real-world operations, search and rescue, peacekeeping, and humanitarian assistance and disaster relief operations.

The HF radio network serves as a secondary means of communications among CAA members in the event of joint exercises, national emergencies, or natural disasters. To be part of this network, each country must volunteer and have the internal resources and ability to operate its radio systems. Regulations for the CAA HF network and information technology can be found in Section VIII, Chapter IV, Articles 200 to 202 and 211 to 217; Annex B of the regulations; and the HF radio standard operating procedures (SOPs) for the XXVI cycle posted on the REDCEA web page.

General Aspect

The CAA's current HF network is formed by 20 base stations, each located in the capital city of a member army (see Table 1-1). Its key features (functional requirements) are depicted in Table 1-2. Its topology is depicted in Figure 1-13.

Table 1-1. Base-station locations

No.	Country	Capital
1	Antigua and Barbuda	Saint John's
2	Argentina	Buenos Aires
3	Bolivia	La Paz
4	Brazil	Brasilia
5	Canada	Ottawa
6	Chile	Santiago
7	Colombia	Bogota
8	El Salvador	San Salvador
9	Ecuador	Quito
10	Guatemala	Guatemala
11	Honduras	Tegucigalpa
12	Mexico	Mexico
13	Nicaragua	Managua
14	Paraguay	Asunción
15	Peru	Lima
16	Dominican Republic	Santo Domingo
17	Trinidad and Tobago	Port of Spain
18	United States of America (USA)	Washington, D.C.
19	Uruguay	Montevideo
20	Venezuela	Caracas

Table 1-2. Key features

No.	Feature	Yes/No
1	Data encryption	No
2	Full-duplex communications	No
3	User identification	No
4	Guaranteed data delivery	No
5	Flexible communications links	No
6	Mobility	No
7	Ubiquity	Yes
8	Pervasiveness	Yes
9	Operational simplicity	Yes
10	World-known technology	Yes
11	High-data transmission rate	No (below 9 kilobits per second [kbps])
12	24-hour availability	Yes

Although the HF data is delivered over a non-flexible and low-capacity network, it is strategically important because it provides full communications (data, voice, and Morse code) to all member armies owning HF base stations. Furthermore, there is no need for unique and/or specialized knowledge to operate it because HF is a well-established radio technology.
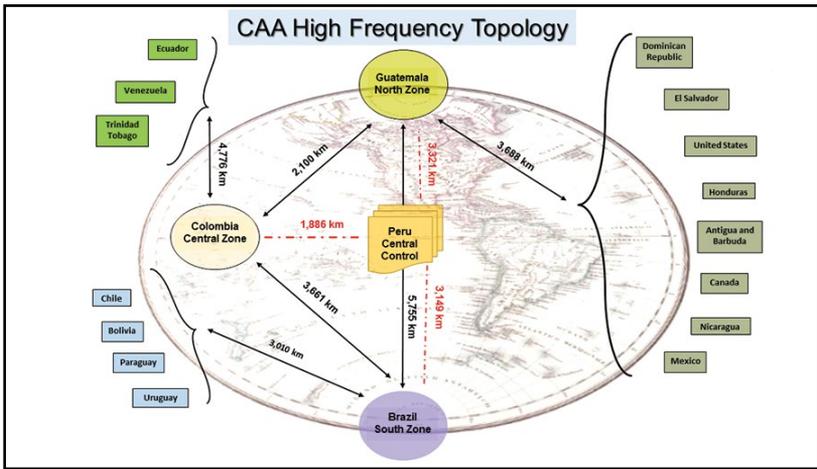
Figure 1-13. The CAA's network topology (communication cloud). The distances shown in the figure refer to maximum distance (HF radio communications exercise).

In accordance with newly approved regulations during the 32nd cycle, the host of PESCAA will conduct a HF radio communications exercise once per cycle. The purpose of this exercise is to test and evaluate the readiness and procedures established in the SOP and submit any changes and recommendations to the organization.

PESCAA and CAA Liaison Officer's Responsibilities

- The use of the CAA HF network will be in coordination with the PESCAA communications and information technology (IT) division.

- The current host of the CAA cycle will plan, coordinate, and execute at least one communications exercise per cycle. This will consist of digital and HF radio communications with members of the CAA.

- In time of emergencies or natural disasters, the activation of the CAA HF network must be requested by the affected country and supported by all volunteer stations.

- The PESCAA chief of communications will produce and distribute the instructions for the execution of the exercise and provide an after action review upon completion of the event to all member armies.

- LNOs should coordinate with the PESCAA communications officer and inform via email if they have an HF radio and its location, as well as the contact information (rank, name, telephone, email) of the appointed personnel.

- LNOs will have the responsibility for the proper functioning and link of their networks in accordance with established procedures and regulations.

Radio Communications Exercise Development

During the 32nd cycle, the communications exercise focused on disaster relief in which the PESCAA developed a realistic natural disaster scenario impacting numerous CAA countries. The situation for this event was based on a hypothetical situation caused by a tsunami generated in the Atlantic Ocean affecting vast coastal regions of the countries located in the Caribbean, Central, and Southern part of the American Continent.

- The exercise started on 16 July, at 1300 (San Antonio), or 18:00 Greenwich Mean Time (GMT). The necessary preparation and individual tests were carried out 15 days in advance with each member army for the coordination and execution of the HF communications system and the WebEx video conference system.

- Fifteen armies took part in the exercise linked through the HF system and WebEx video conference system. The CAA's HF communications exercise manages to fulfill its objective.

Lessons Learned

During the development of the exercise, all the stations were attentive to the video conference and radio tests on the HF exercise.

- Sixty-eight participants took part in the exercise (16 attachment officers and 52 communication officers) belonging to 17 member armies.

- The effectiveness of the WebEx video conference highlighted the importance of using the internet because it allowed the barriers of space and time to be overcome. Moreover, this virtual meeting was carried out in a bilateral and up to a multilateral approach.

- Tests through the HF communications system were carried out through the countries retransmitting stations and other stations not part of the network according to the CAA HF SOP. This enabled all HF stations to communicate among themselves.

- Fourteen stations communicated among themselves: Argentina, Bolivia, Brazil, Chile, Colombia, El Salvador, U.S., Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, and Uruguay.

- The HF radio as an alternate means of communication provides some advantages, but managing it requires a lot of discipline and concentration. Having other means of communication for the coordination of the frequencies, such as the telephone and the video conference system, were critical for the successful of this event.

Areas to Improve

- During the HF exercise, some stations were unable to enter the network due to the inaccurate antenna orientation and low power output.

- Greater participation from all CAA member armies is important for future communications exercises. Ideally, having at least the same number of participants as the previous exercise will enhance user and communications personnel training.

- Establish a defined 4 megabyte (Mb) bandwidth from all participants that better guarantees the streaming of audio and video during the exercise.

Conclusions

- Integrating HF radio systems, internet (WebEx video conference), and a telephone network is fundamental to exercise success and provides flexibility to link all member armies of the SICOCEA according to their technical limitations.

- Using a coordinated universal time (GMT) avoids confusion and synchronizes activities.

- Test more working HF frequencies during different schedules due to weather and distances.

- Maintain, troubleshoot, and validate equipment by each country well in advance of the exercise to avoid any distractions or shortcomings.

- In the future, conduct better coordination with all stations to make them aware of antenna orientation and the power output necessary prior to execution.

Electronic Voting

Introduction of Online Voting

During the 32nd cycle, one of most significant technological improvements was the development and implementation of online voting, E-Vote. The primary goal of E-Vote was to solve administrative issues such as next CAA cycle themes, new accords, or changes to bylaws well in advance of the commanders conference. This approach allowed commanders to maximize their time to conduct strategic dialogue, bilateral meetings, and address substantive topics related to security, development of the hemisphere, or any other subject related to the CAA organization. Additionally, online voting allows commanders, who may not be able to attend the commanders conference, to participate in at least some of the decisions of the CAA.

One of the first steps in creating the E-Vote was establishing a working group consisting of the PESCAA staff judge advocate, chief of communications, PESCAA operations officer, and REDCEA's web developer. The purpose of this group was to study the capabilities and limitations of the REDCEA page. After numerous meetings and brainstorming sections, the working group recommended the creation of a subpage within the REDCEA restricted area where each army commander or LNO can securely access the new accords and the voting ballot utilizing CAA official means of communications.

E-Vote Process

CAA members must know the following steps to access the voting site:

Step 1. Access the REDCEA web page (see Figure 1-14).
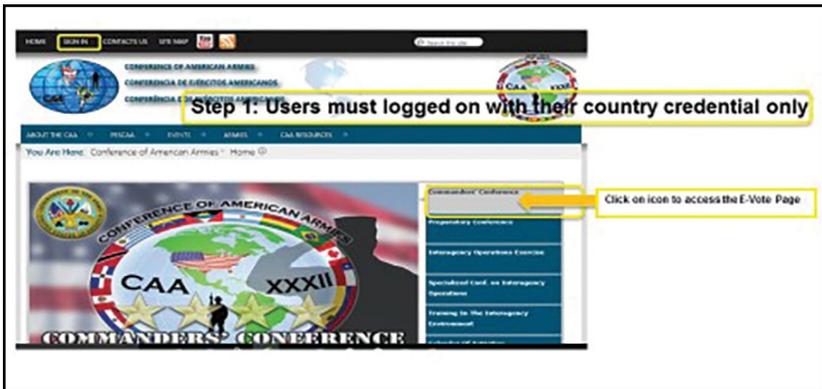
Figure 1-14. REDCEA web page

Step 2. Locate the E-Vote section (see Figure 1-15).
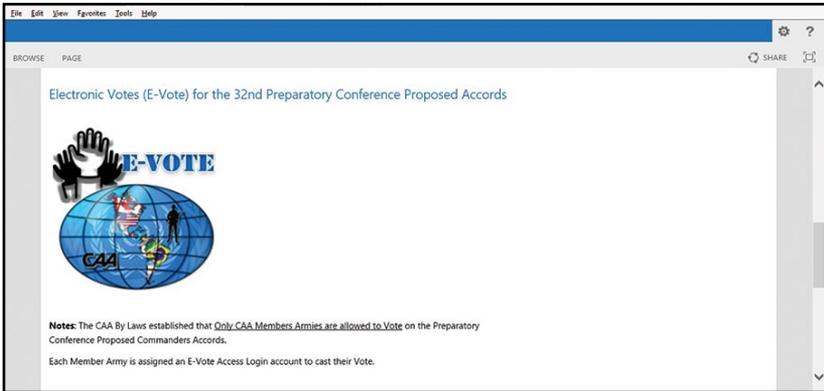

Figure 1-15. E-Vote section

Step 3. Read the instructions and locate the "Propose Accord" document for reference (see Figure 1-16).
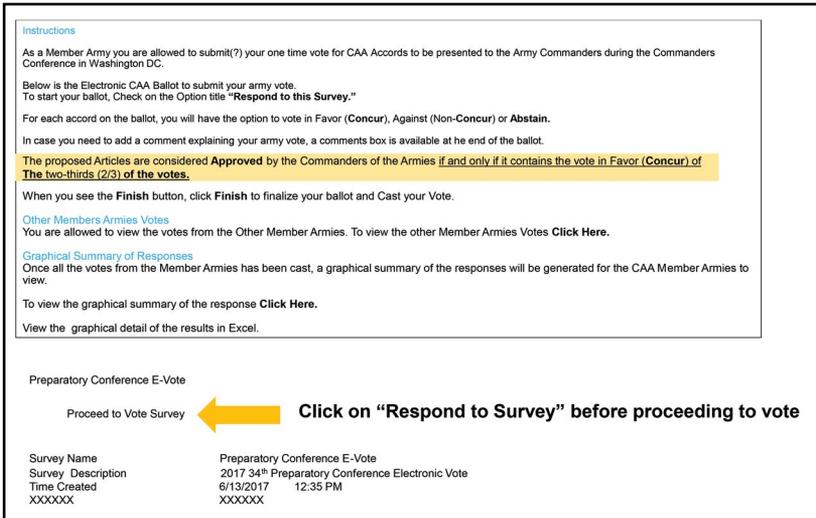

Figure 1-16. Instructions to cast votes

Step 4. User authentication (see Figure 1-17).

Figure 1-17. User authentication

Step 5. Users access the voting ballot (see Figure 1-18).

Figure 1-18. Voting ballot

Step 6. Access results (see Figure 1-19).

- This indicates that your responses have been submitted and save

- By clicking on "Number of Responses" the user will be able to see the over all result instantaneously

- As a Member Army you are allowed to submit your vote only once

Survey Name:	Demo
Survey Description:	
Time Created:	4/3/2017 3:28 PM
Number of Responses:	1 To see the access the results Click "Number of Responses"

⊞ Show a graphical summary of responses
⊞ Show all responses

Figure 1-19. Access to results

Step 7. Results display as a bar graph depicting the results for each article.

E-Vote Timeline

August through September 2017: CAA voting members identified the person who would represent their country and responsible to vote.

- The PESCAA S-6 compiled the list and sent credentials via email to each country.

- From 05 through 13 October 2017, CAA members conducted a simulated vote in order to be familiarized with the page and procedures.

- The official vote occurred from 16 through 19 October 2017.

- On 19 October 2017, results were published and disseminated to all CAA voting members.

- In November 2017, E-Vote results were certified during the commanders' conference.

One of the significant benefits of the E-Vote system was increased organizational efficiency. With electronic voting, members can submit their votes and be confident that their opinion will count. This will increase the general effectiveness of the CAA. Electronic voting via REDCEA increases ease to the commanders who are otherwise geographically isolated and cannot physically participate in the conference. Finally, electronic voting will increase voter participation in CAA decisions and allow commanders to express their position and voice regarding CAA matters.

Chapter 2
Preparatory Conference

Planning

Planning for the preparatory conference begins with developing a timeline by which backward planning accounts for all required actions leading up to the execution of the conference. One of the first items to account for is the scheduling of briefs required to all elements involved in conference planning, execution, or participation. Immediate consideration is given to briefing requirements for the Conference of American Armies (CAA) president and the secretary general.

Preparing briefs to the CAA president and secretary general require nested lines of effort that are presented in differing levels of detail based on their individual involvement in the conferences. A preliminary concept/decision brief to the secretary general is required to garner his initial guidance based on facts and assumptions, costs, planning requirements, and participation level. This is also an opportunity to codify dates for update briefs and to conduct a final conditions check covering content and scheduling of a backbrief to the CAA president.

All briefs to the secretary general are vetted and presented in conjunction with the CAA liaison officer (LNO) team. This ensures the widest dissemination of information to interested parties and alleviates conflicts of efforts or resources.

Briefs to the CAA president or his staff should be concise and only include details relevant to the CAA president and his participation in the events. Additional details may be vetted through his staff as needed. Every attempt must be made to avoid briefing the CAA president on information that may change or that may be affected by outside influencers. Ideally, all decisions needed from the CAA president are briefed as recommended actions confirmed during the brief.

Briefings to the secretary general should be in as much detail and as early as possible, and in the framework of a concept of operations or similar brief. Establish a timeline that will outline all actions completed during the planning. A best practice is to include a day-by-day and hour-by-hour breakdown of the conference itself. This will give the secretary general the opportunity to influence seating arrangements, order of events, and other decisions early enough to make necessary changes to contracts.

Escort officers should be utilized during the preparatory conference to maximize the availability of the Permanent Executive Secretary Conference of American Armies (PESCAA) to accomplish assigned tasks and roles while providing the PESCAA commanders and their staffs a direct link to one another. An escort officer's primary duty is to maintain that link. They should be tasked through a Headquarters, Department of the Army (HQDA) exercise order to Forces Command (FORSCOM) and U.S. Army Reserve Center (USARC) headquarters for assignment to available officers meeting rank, language, and experience requirements for this role. Escort officers are normally contacted individually no later than 60 days prior to the conference. At this time, confirmation is made on their availability and willingness to participate, and to validate necessary uniform and government travel requirements.

A PESCAA officer should be assigned to serve as the escort officer liaison for the duration of the planning, execution, and post-execution phases. Upon arrival to the venue, escort officers are briefed as a group to confirm all required uniform items are on hand and they meet army grooming and appearance standards, and to make escort officers aware of and understand their duties. Each officer will be assigned an agent and delegation he is solely responsible for from arrival to departure. The escort officer will ensure the delegation is provided with pertinent information from the PESCAA to the commander and his staff, will escort the commander to all formal events, and be available to the commander for conducting official business while attending the conference. The escort officer is also responsible for updating the PESCAA with changes to delegation travel, facilitating special requests, and ensuring delegation members are properly accounted for throughout the duration of the conference.

Invitations

Invitations for the CAA preparatory and commanders' conferences must be drafted as early as possible and vetted through the protocol office. Invitations will be sent no later than 90 days prior to the planned date of each event (per Article 106, g., and Article 194, h.1.). Preparatory conference invitations should be signed by the secretary general and commanders' conference invitations should be signed by the CAA president. Both invitations should also be vetted through the Army South (ARSOUTH) Regional Affairs Directorate and HQDA G-3/5/7, Department of the Army, Military Operations, Security Sector Reform (DAMO-SSR) offices for accuracy, names, ranks, and titles of addressees. Signed invitations are scanned and emailed to the CAA LNOs with hard copies hand-carried and delivered to the CAA LNO at the CAA preparatory conference, or through official U.S. mail to the security cooperation officer/defense attaché for delivery. Invitations are a time-sensitive matter for partner nations. They are the mechanism by which many partner nations

receive funding to attend events outside of their country. It is imperative that invitations are delivered as soon as possible ahead of events. Official correspondence from the PESCAA executive secretary or secretary general ahead of an invitation will often suffice for some CAA commanders/LNOs to justify funding ahead of the official invitation being received.

Administrative Instructions

Administrative instructions are issued no later than 30 days prior to an event (per Article 194, h. 2., and 263, a.1) and provide details about the agenda, lodging, transportation, uniform, and registration for the event. The transportation and lodging information should contain detailed information about visas, customs, and immigration as well as a point of contact at the venue and PESCAA for any issues including problems with hotel reservations. Uniform information should include pictures of individuals wearing the prescribed uniforms for the conference.

Airport Operations

Planning Efforts

- Concept of operations create intent and concept of the airport scheme of maneuver to better understand the task and purpose of the mission. Tasks to subordinate units, coordinating instructions, and control measures are created from a thorough, well-planned concept of operations (see the airport operations scheme of maneuver, Figures 2-1 through 2-4).

- The escort officers guide prescribes the duties and responsibilities of the U.S. escort officer for the CAA.

- Continuous communication and coordination are key to the success of airport operations during the preparatory conference and commanders' conference.

- Rehearsals and reconnaissance are critical to mission accomplishment. They enhance situational understanding for the airport teams and enable key personnel to synchronize complex tasks at the right time and place.

Figure 2-1. Washington Dulles International Airport (IAD) operations scheme of maneuver

**Figure 2-2. Ronald Reagan Washington National Airport (DCA)
operations scheme of maneuver**
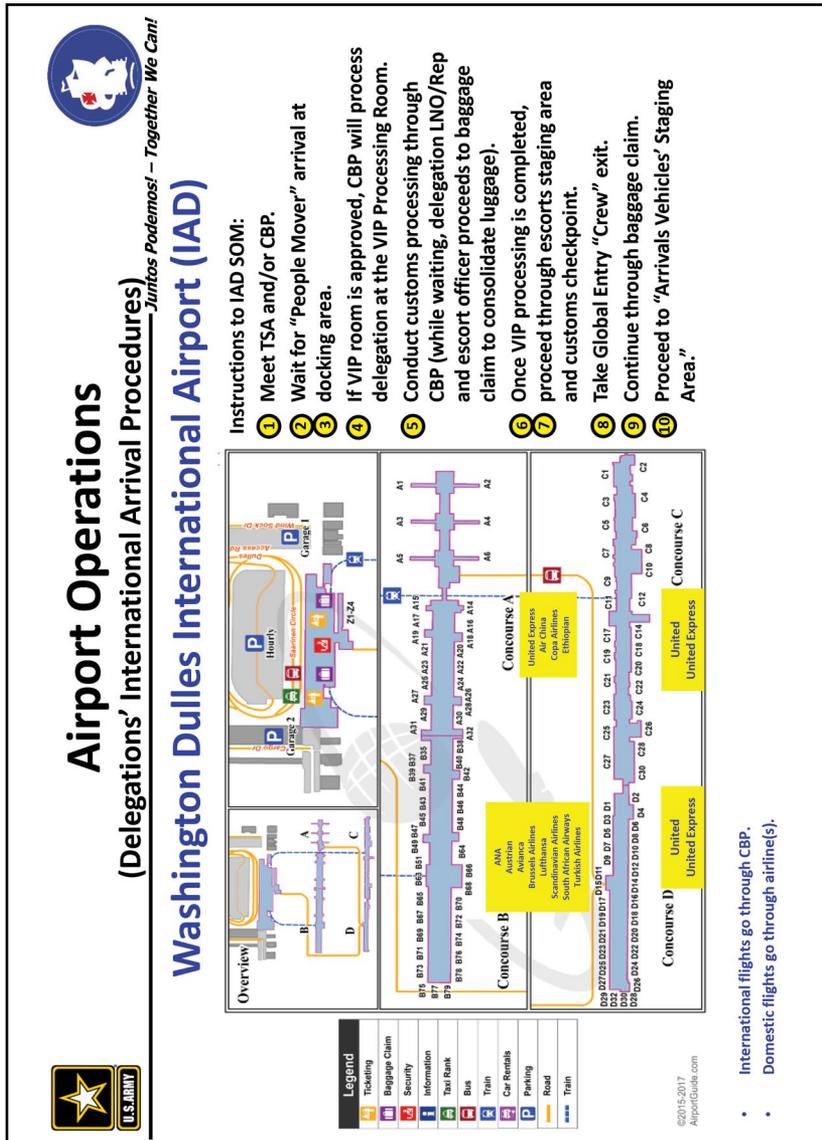
Relationship Between Internal and External Agencies

The following external agencies are vital to the seamless and secure access to the different airport venues:

- The Transportation Security Administration (TSA) provided passenger and baggage security screening services.

- Customs and Border Protection (CBP) was responsible for operating passport control and customs inspections at international airports.

- Washington Dulles and Reagan National airports are owned and operated by the Metropolitan Washington Airports Authority (MWAA).

- Internal agencies consisting of ARSOUTH and Army Reserve personnel provided key support as airport officers in charge (OICs), general officer escort officers, and company-grade escort officers.

Airport Operations Process

- Stage personnel and vehicles.

- Airport teams arrive one hour before scheduled arrival to linkup with a TSA representative to confirm arrival schedule and request access to a secure area.

- Drivers remain at the cell phone lot until called forward by the airport team.

Delegation Linkup Procedures

- Airport teams (with CAA sign and name) meet delegations at an exit or gate and conduct an escort to the baggage claim.

- Report to the operations center with names and number of personnel (operations center will call driver forward).

- Once all bags are accounted for, escort the delegation to the van.

- Depart en route to the hotel.

Airport Operations

Juntos Podemos! – Together We Can!

(Saturday 04 November – Monday 06 Nov and Friday 10 November – Saturday 11 November)

Primary OIC:
Primary NCOIC:
Escort OIC:
Airport Teams (ATs)
General Officer Greeters: 3
MDW Escort Officers: 8
1st MSC Escorts: 17
Airport OICs x 3 /SGM Escorts x 3
Support Team
PESCAA LOG NCOIC:
MDW/Trans NCOIC:
20 x Drivers / 19 x Vehicles

Scheme of Maneuver

1 **Staging of personnel and vehicles**
-ATs arrive 1 hour before scheduled arrival; linkup with TSA Rep to confirm arrival schedule and request access to secure area will occur.
-Drivers remain at "Cell Phone Lot" until called forward by AT.

2 **Delegation linkup procedures**
-AT (with CAA sign and name) will meet delegations at exit or gate.
-Escort to baggage claim.
-Report to Ops Center with names and number of pax (Ops Center will call driver forward).
-Once all bags are accounted for, escort delegation to van.

3 **Depart enroute to hotel.**

Uniform
PESCAA and U.S. Army South
Personnel: Class A or equivalent for civilians
Drivers: OCP

Ritz Carlton to DCA: 2 miles, 10- to 15-minute travel time
Ritz Carlton to IAD: 27 miles, 45-minute to 1-hour travel time
Ritz Carlton to BWI: 37 miles, 1- to 1.25-hour travel time
Ritz Carlton to Union Station: 4.9 miles, 26-minute travel time

Timeline

30 Oct: ADVON arrives.
2 Nov (0800): Pickup all vehicles; drivers rehearse primary and alternate airport & MTF routes.
3 Nov: Receive main body arrival.
3 Nov (1500): Brief AT with GO and CO grade escorts, route rehearsals, CBP walk through.
4-6 Nov: Receive CDRs and spouses, and delegation.
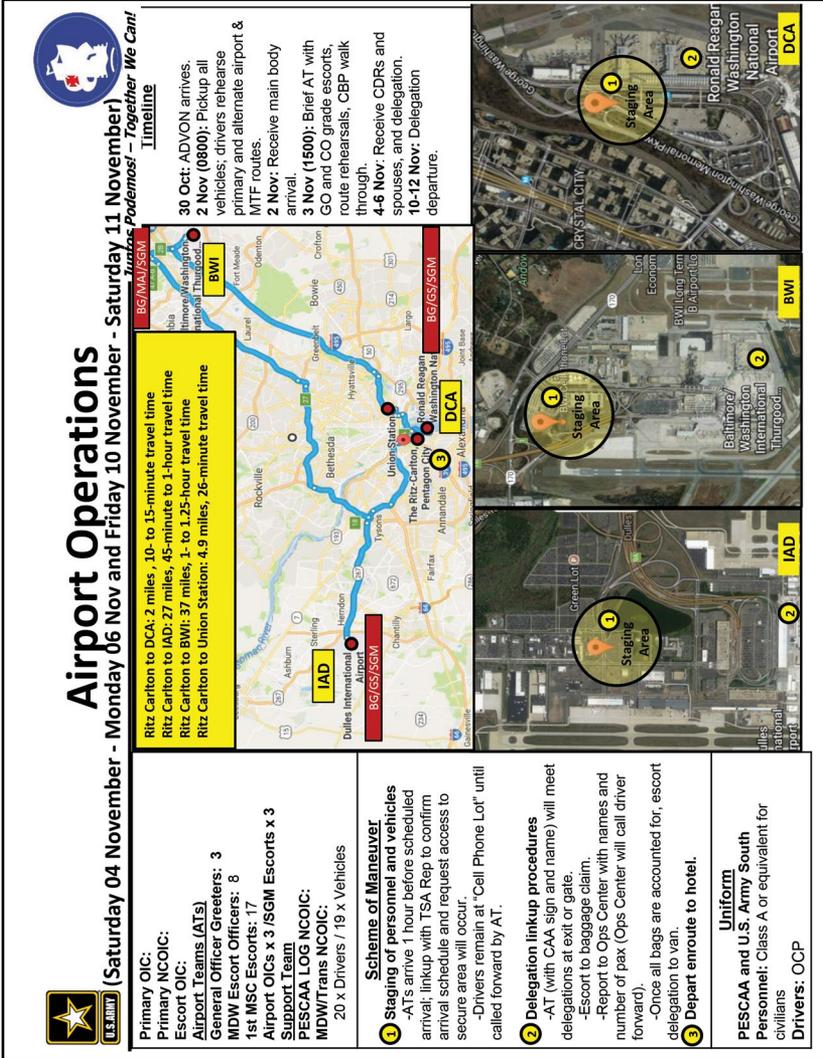10-12 Nov: Delegation departure.

Figure 2-3. Airport operations

Figure 2-4. Airport operations arrival procedures

Flight Manifest

- Flight manifest is an essential tool to ensure flight and transportation requirements are completed.

- Each country's LNO is responsible for providing timely completion and accuracy of information on the flight manifest.

- Generally, a flight manifest consists of the following:

  ○ Name(s) of the delegation

  ○ Origin

  ○ Arriving airport

  ○ Date and time of arrival

  ○ Departure airport

  ○ Date and time of departure

  ○ Remarks

Ground Transportation Process

To fulfill the airport operation mission requirements, the transportation noncommissioned officer in charge (NCOIC) establishes the following goals:

- Coordinated with the PESCAA S-4 noncommissioned officer (NCO) to acquire the type and number of vehicles necessary and appropriate to meet the needs of the mission. Ensured that government owned vehicles are used in compliance with all official regulations in accordance with Army Regulation (AR) 58-1, Management, Acquisition, and Use of Motor Vehicles.

- The PESCAA S-4 rented and contracted the vehicles on short-term arrangements, whichever was most appropriate and economical for the mission requirements.

- The Military District of Washington (MDW) and the PESCAA transportation NCOIC managed the fleet and organized personnel to maintain vehicles and provide dispatch and administrative support during operations.

- MDW and the PESCAA transportation NCOIC established policies and procedures that reflected the best way to operate the fleet with the delegations in mind.

- Depending on requirements, provided the delegations with ground transportation support from the airport to the hotel and during official business requirements that were pre-coordinated.

- The vehicles and drivers were placed under the escort officers' operational control, usually the day prior to the delegation's arrival.

Table 2-1. Differences between the preparatory and commanders'conference

Preparatory Conference	Commanders' Conference
• OIC reconnaissance	• OIC and NCOIC
• Rehearsal to the commanders' conference	• Key stakeholder (TSA, CBP, MWAA) rehearsals with airport OIC/NCOIC at IAD, DCA, and Joint Base Andrews (JBA)
• Received 80 percent of the flight manifest 10 days prior to execution	• Received 90 percent of flight manifest seven days prior to execution
• Three to four escort officers	• Three general officer escorts and 26 escort officers
• There was no transportation cell; PESCAA and MDW transportation NCOIC were available.	• Transportation cell available (located at the consulate room and then the operations center); PESCAA and MDW transportation NCOICs were available.
• The transportation OIC focused on other conference requirements.	• The transportation OIC focused on other conference requirements.
	• Airport OICs/sergeants major (SGMs) and general officer (GO)/commanding officer (CO) escort officers all had task and purpose ensuring airport operation mission success.
	• Armed agents were incorporated into the airport operation planning and execution.
	• Airport layout and procedures for IAD and Deux Alpes Airport (DXA), France, were provided to airport OICs/SGMs and escort officers during planning process.
	• An escort brief was conducted and daily airport team huddles were executed.

Key Takeaways

- Continuous communication and coordination are key to the success of the mission.

- Rehearse, rehearse, and rehearse! This is critical to ensuring all personnel understand the airport operations process, are able to synchronize important tasks with significant stakeholders, and be at the right place and right time.

- Developing contingency plans (i.e., additional escort officers, more vehicles, etc.) is necessary to effectively address and respond to the needs and requirements of the delegation(s). This is crucial during lengthy airport delays, additional airport location pick-up, unplanned personnel and baggage arrival, and other unforeseen circumstances.

Reception

- The personnel section will receive and in-process all conference participants.

- Mark participants as "arrived" upon check-in at the reception area.

- Verify the participants' spelling of their name.

- Verify the spelling of preferred participants' names.

- Distribute welcome packets.

- The personnel section will make changes/updates as received.

- The personnel section will update trackers.

Opening Ceremony

Before the opening ceremony, the master of ceremonies addresses the audience and gives them pertinent administrative instructions about interpretation, orientation to key places in the venue, security, and safety.

Prior coordination was made with MDW to have a representative from the color guard, Army band, and a chaplain participate in the rehearsals with their entire teams at the opening ceremony. During the opening ceremony, the official party was introduced as well as all the delegations. It was very important to have the correct rank, names, and pronunciation for each member of each delegation. The reception section confirmed all the above with each person during the reception at the hotel. The introduction of delegations was followed by the introduction of the secretary general and the executive secretary with remarks from both.

Closing Ceremony

Close coordination with the PESCAA staff was critical at the closing ceremony. The operations section had the accords finalized the night before and translated into all three languages (English, Spanish, and Portuguese). Protocol did quality control on all the ranks, names, titles, and the order of the signatures in the accords. The S-6 printed all the certificates and pictures that were presented to each member in a binder as part of the ceremony. The PESCAA SGM coordinated with MDW for the color guard, Army band, and chaplain support. All aspects of the closing ceremony were synchronized and well-rehearsed under the operations section lead.

Social Events

The icebreaker is designed to allow delegates a chance to mingle and network in an informal setting prior to the official events. The event is ideally hosted in business casual attire to maintain a casual and welcoming environment for delegates to interact and discuss important topics away from a regimented and structured program that is constrained by a scheduled agenda. It is also an opportunity to engage in the purpose of the CAA by strengthening the fellowship and partnerships shared among the members of the CAA.
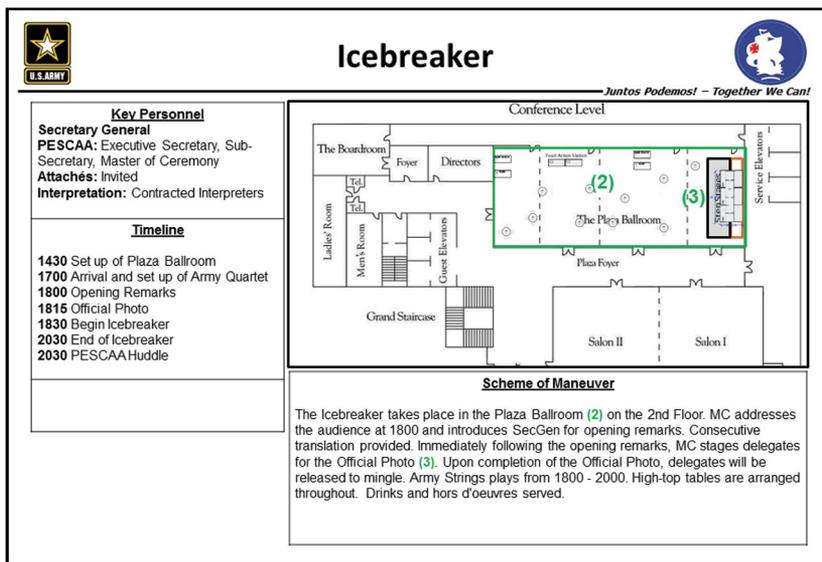

Figure 2-5. Icebreaker

During the official dinner, delegates wear their dress uniforms with decorations and enjoy an evening of entertainment and fellowship in a more formal atmosphere.
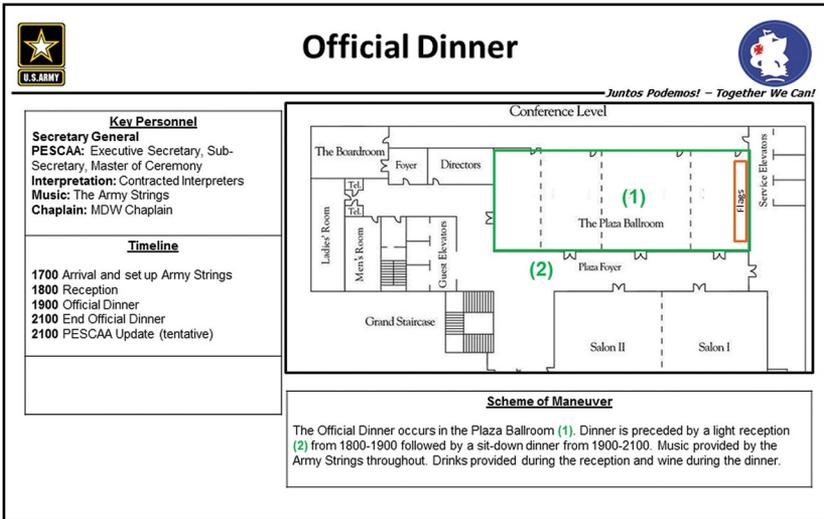

Figure 2-6. Official dinner

Security

Overview

Security support is provided by a designated ARSOUTH anti-terrorism officer (ATO) from the Operational Protection Directorate and personnel from the Criminal Investigation Command (CID) at the National Capital Region (NCR). Requirements for security support must be included in the early part of the planning process. In the early stages of the planning process, security support requirements are identified and coordination will begin to meet timelines and narrow down support. Once the security requirements are identified, the process is short, straightforward, and will differ slightly from the preparatory conference to the commanders' conference. The following are a series of steps that take place to support the CAA commanders' conference. The preparatory conference will follow the same steps, but at a smaller footprint because there will be no partner-nation army commanders participating.

Hotel

Once the possible venues are identified, the ARSOUTH ATO will coordinate with the Army CID Intelligence Division from the Joint Forces Headquarters Provost Marshal Office-NCR-MDW, Fort McNair, Washington, D.C., and request all assessments. A final assessment will be conducted no later than 120 days from the actual conference. The ARSOUTH ATO, in conjunction with the special agent in charge (SAIC) and the hotel security manager, will coordinate and conduct a hotel assessment of the final venue where the conference will be hosted.

Personnel Security Detail Support

For the commanders' conference, the SAIC identifies the number of agents required to provide security for arriving personnel, hotel security, escorts, etc. Ideally, each army commander will have an assigned armed agent with him/her for the duration of the conference, from arrival to departure date, including during the cultural event. Additionally, there will be supplemental agents providing security at the hotel, conference area, and all floors occupied by conference participants. The SAIC will also secure an operations room from where all security operations will be directed. The SAIC will coordinate with the food and water defense team to provide an element for supervising all food preparation during the event. Finally, the SAIC will coordinate and arrange for daily K-9 sweeps of the conference areas daily during the commanders' conference.

Personnel Identification

All personnel participating in the conference must possess an identification (ID) badge that will be displayed while in the conference area. The ID badge will be of a different design for each conference. It is important that participating nations provide a high-quality picture that can be used to create the identification. The intent is for the ARSOUTH ATO to have all ID badges pre-made prior to the beginning of each conference. Badges provide an easy means of identification, especially during the commanders' conference when armed agents are providing the security and controlling access to conference areas. The ATO will submit a list of supplies required to make these badges to the operations section. The ATO is also responsible for providing the ID badge machine for both conferences. Additionally, the ATO designs and submits for approval the vehicle identification, as well as the ID badge design prior to any of the conferences.

Airport Access

Armed agents should be able to access the airport terminal and meet with conference participants. All airport access to the secure area needs to be coordinated and arranged with TSA at each port of entry. The NCR SAIC for the security detail of the conference must verify all agents have received the required training and are on the access roster to enter the airport secured zone.

Plenary Session

Setup

The setup (see Figure 2-7) for the preparatory conference is to facilitate discussion and enhance presentations of the commanders' conference topics by the CAA LNOs. The LNOs sat at the center of the ballroom in a "U" shape. There were three projectors simultaneously translating and displaying English, Spanish, and Portuguese versions of the presentations. All other staff and guests sat to the side or behind the U-shaped table.
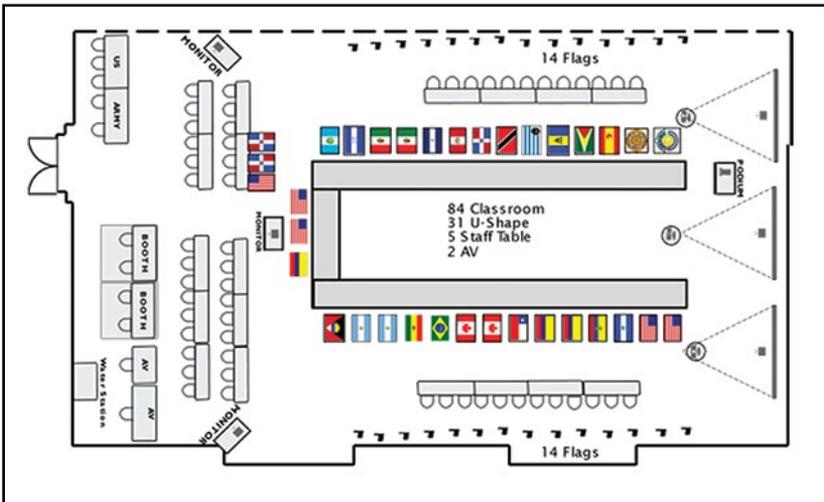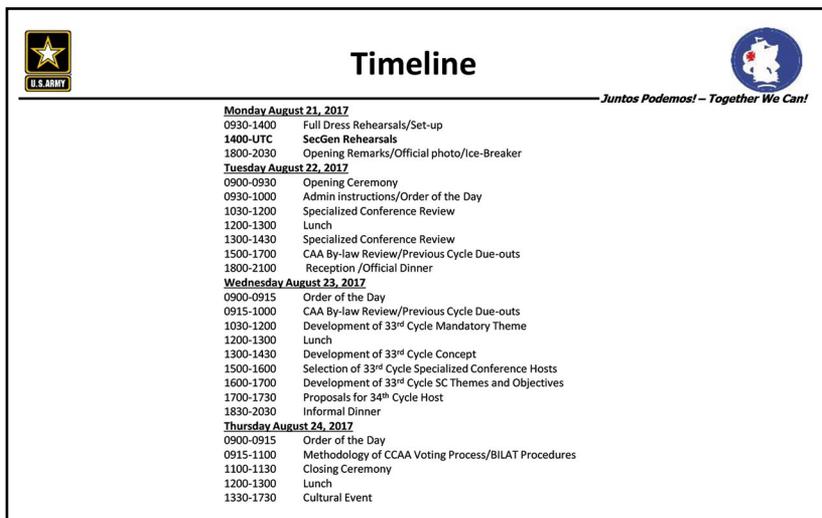

Figure 2-7. Setup for preparatory conference

Content

During the plenary sessions, LNOs had a chance to present a review of the 32nd cycle specialized conferences. The PESCAA team collected the PowerPoint presentations well in advance to have them translated. The rest of the content during the plenary sessions was created during WebEx sessions conducted months prior to the conference. Topics discussed included the following:

- CAA bylaw review/previous cycle due-outs

- Development of 33rd cycle mandatory theme

- Development of 33rd cycle concept

- Selection of 33rd cycle specialized conference hosts

- Development of 33rd cycle security cooperation themes and objectives

- Proposals for 34th cycle host

- Methodology of Commanders' Conference of American Armies (CCAA) voting process/bilateral procedures

Figure 2-8. Timeline for the preparatory conference

Translation and Interpretation

Sometimes overlooked, interpretation and translation planning and management are crucial for a successful conference involving participants with different languages. The CAA has three official languages: English, Spanish, and Portuguese. Documents, presentations, and communications need to be translated or interpreted in all three languages. Appointing an OIC/NCOIC is essential in planning and managing translation and interpretation operations.

Translation

During the planning phase of the preparatory conference, it is important to review documents requiring translation before and during the conference to come up with the number of translators needed. The bulk of the work and presentations happen during the preparatory conference, thus making necessary the use of six translators: three for Spanish and three for Portuguese. The translators worked the Friday and Sunday before the start of the conference on Monday. This was necessary to translate PowerPoint presentations that the countries were going to show during the conference and other documents needed prior to execution.

Translator Schedule
Preparatory Conference

Translators	18 AUG 17	20 AUG 17	21 AUG 17	22-23 AUG 17	24 AUG 17
8 hrs per day	FRI	SUN	MON	TUE/WED	THU
Translator #1	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	12 P.M. to 8 P.M.	7 A.M. to 3 P.M.
Translator #2	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	12 P.M. to 8 P.M.	7 A.M. to 3 P.M.
Translator #3	1 P.M. to 9 P.M.	1 P.M. to 9 P.M.	12 P.M. to 8 P.M.	12 P.M. to 8 P.M.	7 A.M. to 3 P.M.
Translator #4	1 P.M. to 9 P.M.	1 P.M. to 9 P.M.	12 P.M. to 8 P.M.	12 P.M. to 8 P.M.	7 A.M. to 3 P.M.
Translator #5	1 P.M. to 9 P.M.	1 P.M. to 9 P.M.	3 P.M. to 11 P.M.	4 P.M. to 12 A.M.	10 A.M. to 6 P.M.
Translator #6	1 P.M. to 9 P.M.	1 P.M. to 9 P.M.	3 P.M. to 11 P.M.	4 P.M. to 12 A.M.	10 A.M. to 6 P.M.

NOTE: The schedule is for 8 hours a day per translator; however, the work schedule above includes a 1-hour meal break. Translators will not take a 1-hour meal break together as translation service must be available at all times during the above schedule.

Figure 2-9. Translator schedule for preparatory conference

Translator Schedule for the Preparatory Conference

The OIC designates the priority of each document to be translated and loads them into REDCEA (CAA web base repository) for the translators to access, translate, and upload into the REDCEA. The OIC then takes the finished product and makes it available to the interested PESCAA staff or CAA member or observer.

Figures 2-10 through 2-14 depict the document delivery process using the REDCEA that the PESCAA used during the 32nd cycle preparatory and commanders' conferences.
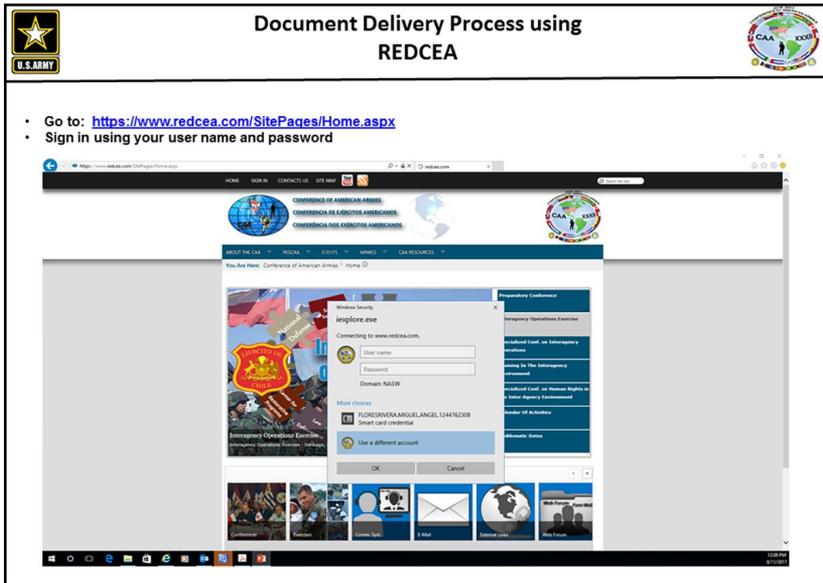

Figure 2-10. Document delivery process using REDCEA

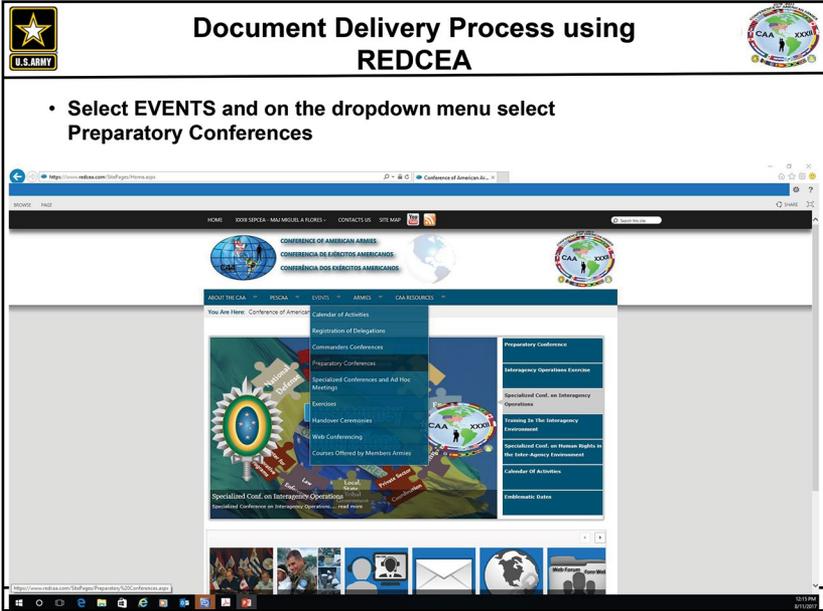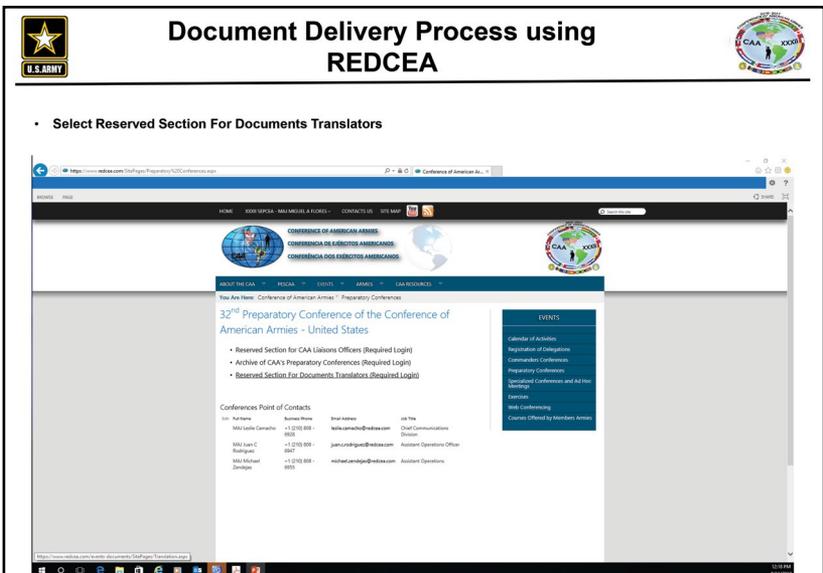**Figure 2-11. Document delivery process using REDCEA (continued)**

Figure 2-12. Document delivery process using REDCEA (continued)

Figure 2-13. Document delivery process using REDCEA (continued)

Figure 2-14. Document delivery process using REDCEA (continued)

Interpretation

A dedicated booth for each language is the key to timely and accurate interpretation. At the preparatory conference, there were only two booths servicing Spanish to English and Portuguese to English. This arrangement forced the interpreters to use the relay method resulting in delays and often human error. An example of the relay method (see Figure 2-15) is for booth one to translate from Portuguese to English and booth two to use the English interpretation to interpret it to Spanish. There was no capability to go from Portuguese to Spanish, or Spanish to Portuguese, based on having only two translation booths.

Figure 2-15. Relay method used during the preparatory conference

Figure 2-16. Interpreter schedule for the preparatory conference

Cultural Events

- Tour of eight historical sites in Washington, D.C.

- Tour guides provided

- Three SGM representatives in each bus

- Two Spanish interpreters available
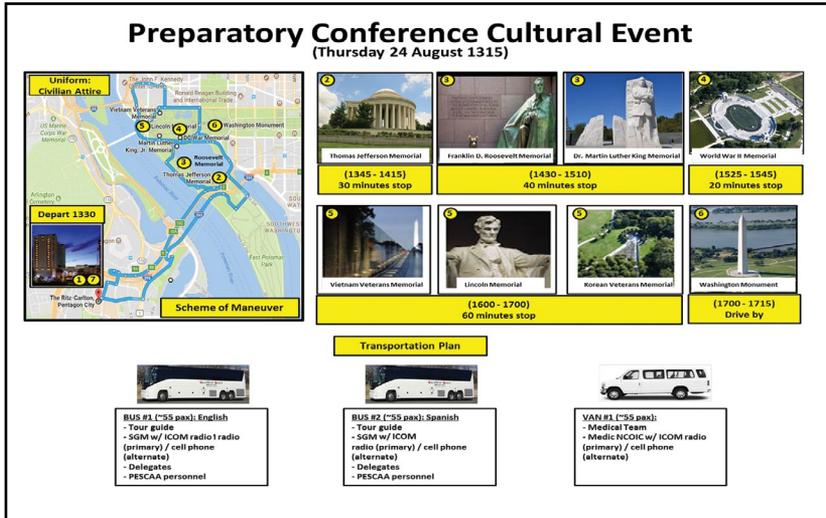
Figure 2-17. Cultural event for preparatory conference

Visual Information and Public Affairs Office Support

The public affairs office (PAO) and visual information sections were an integral part throughout this cycle. Their support consisted of audio/video coverage, photography, press releases, and multimedia reproduction.

During this cycle, the ARSOUTH PAO provided a team to conduct media coverage on the majority of the specialized conferences conducted abroad. This facilitated the rapid dissemination of press releases and social media postings on Twitter, Facebook, and Flickr.

A best practice is to request an ARSOUTH visual information team toward the beginning of the preparatory conference planning cycle. After coordinating with the ARSOUTH staff, PESCAA was assigned a two-man visual information team with equipment in support of CAA activities. Its primary mission was the historical documentation of both conferences through photo, video, and graphics support.

The following are visual information tasks:

- Assist the PESCAA team in producing certificates presented to each delegate and supporting personnel.

- Shoot and print the official CAA delegation photo.

- Provide photos and video coverage of the preparatory conference.

- Assist the PESCAA team with the mass reproduction of compact discs and the certificates distributed to each delegate.

In support of this conference, the visual information team deployed two days in advance to the NCR. This provided the necessary time to become familiar with the area of operations and test and setup equipment. The team's equipment consisted of computers (with all necessary software), video and still cameras, and a photo printer capable of producing high-resolution pictures.

The following are lessons and best practices using public affairs and visual information assets:

- During the preparatory conference, the visual information team was not able to print the pictures or certificates on-site resulting in relying on commercial stores to print the official photos and delegations' certificates overnight. This proved to be time-consuming and difficult to make changes and corrections on the delegations' certificates.

- In past cycles, the visual information team was involved at the beginning of a new cycle. Unfortunately, the involvement of the visual information team was minimal and did not cover any of the specialized conferences during this cycle.

- Strongly recommend that future U.S.-led PESCAA formations get at least one trained senior NCO from the PAO to support developing and dissemination of themes and messages of the CAA cycle. The PAO is invaluable in shaping specialized conference reports and press releases to the international community.

- Involve the PAO and visual information team early on, as key components will ensure rapid dissemination of information and safe keeping of historical CAA events.

Document Production

The preparatory conference requires the production of the following three major documents:

CAA Regulations (By-Laws)

The CAA regulations comprise the rules of the organization and should serve as the single point of reference for understanding current practices and norms within the CAA. As such, they should be updated regularly by removing references to obsolete practices, inserting provisions to reflect new methodologies, and clarifying existing stipulations as needed. Furthermore, consistency must be maintained among all three versions of the regulations: English, Spanish, and Portuguese.

The PESCAA should take the lead in each cycle to analyze the regulations and propose updates. Within the PESCAA, the under secretary, who will have participated in the preceding cycle of the CAA, best directs this effort. A formal review by the legal officer as the subject matter expert in regulatory interpretation is also fundamental. They should begin their work no later than 01 January of the second year of the cycle. The under secretary and legal officer must work with the other sections of PESCAA to analyze and propose revisions to the parts of the regulations germane to each section. In conjunction with the operations section, they may also seek recommendations and feedback from the CAA LNO.

To prepare for the preparatory conference, the under secretary and legal officer develop a comprehensive list of proposed revisions to the regulations. They distribute this list to the CAA liaison officers approximately six weeks prior to the preparatory conference to allow time to consider the proposed changes and discuss them with leadership. Of note, major proposed regulatory revisions ought to be discussed informally by PESCAA leadership with their counterparts at CAA events throughout the cycle.

One plenary session at the preparatory conference will be dedicated to revisions to regulations. The list of proposed revisions developed within the PESCAA is formatted into a PowerPoint presentation serving as the basis for discussion. It is recommended that the under secretary, with the support of the legal officer, lead the discussion. The revisions approved at this plenary session will provide the content for one of the accords of the preparatory conference. However, the commanders of the member armies must later approve revisions before taking effect.

Accords of the Preparatory Conference

Accords of the preparatory conference express the consensus, or perhaps near consensus, of the delegates. They provide the basis for the commanders' accords voted on at the commanders' conference or earlier via electronic voting. The accords are distributed to the delegates before the end of the conference and signed by the delegates during the closing ceremony.

The PESCAA operations officer, with the legal officer serving as an advisor, should lead the production of the accords. Developing draft accords normally begins several months before the preparatory conference. It is recommended that the operations officer distribute the draft accords to the CAA LNOs approximately six weeks before the preparatory conference. This will ensure adequate time to receive recommendations and feedback before the conference starts.

Minutes of the Preparatory Conference

The minutes of the preparatory conference encapsulate the key points of discussion and decisions made at the conference. They are not intended to be a verbatim transcript of the conference, but rather a summary of the key details. The minutes will form part of the historical record of the CAA and must be available to validate decisions reached at the conference.

Minutes team composition includes a minutes secretary and two or three scribes. The majority of the discussion during the plenary sessions will take place in Spanish and English, requiring scribes to be bilingual. To follow the discussions well, they should also have a strong working knowledge of current issues and actors in the Americas. For example, officers from ARSOUTH Regional Affairs Directorate are proven proficient scribes.

Scribes are best positioned by posting them around the conference hall to capture the discussion from different angles. After each session of the conference, the minutes secretary and scribes will come together to compare and analyze notes and compose a single summary of the session. That summary must be translated into the other two languages.

(**Note:** It is recommended that the minutes secretary develops a shell or outline for the minutes several weeks prior to the conference. This should include the projected discussion and known events during the conference. Prior planning allows the minutes team to "drop in" additions to the minutes based on the dialogue that takes place.)

At the end of each day, the minutes will be distributed to the delegates for their review. The minutes secretary or head scribe should make themselves available during breakfast hours the next day to receive corrections from delegates.

The under secretary may be an effective choice for the minutes secretary, if not engaged in other conflicting roles during the conference. Alternatively, a scribe working closely with the PESCAA operations section may fulfill the role. Experience has shown the legal officer should not serve as the minutes secretary because of other duties. The legal officer's primary role during the plenary session is to advise the president of the conference on legal matters and interpretation of the regulations, including proposed revisions. Nonetheless, the legal officer should remain available to perform quality control on the minutes once they have been completed.

Chapter 3

Commanders' Conference

Planning

For the commander's conference, the Permanent Executive Secretary Conference of American Armies (PESCAA) decided to conduct initial planning sessions with all the personnel to identify the areas of focus and designate officers in charge (OICs) to each area. This included protocol, contracting, transportation, airport operations, hotel reception, interpretation and translation, communications, etc. Each OIC was responsible for conducting internal meetings and coordination. A primary responsibility was briefing results and due-outs at weekly synchronization meetings with the lead planner and conference OIC. Additionally, the executive secretary was briefed weekly on the progress of planning efforts.

An important lesson learned from the preparatory conference was that rehearsals needed to happen more often and sooner in the planning process. The entire PESCAA staff had weekly rehearsals. During the last month of planning, in a given week, rehearsals were conducted daily. At the venue, rehearsals were the order of the day. At each rehearsal, the staff discovered new friction points to resolve before the next scheduled event. The secretary general received several update briefings during the planning of the conference.

Opening Ceremony

The opening ceremony for the commander's conference did not differ much from the preparatory conference. The noted exception was the U.S. Chief of Staff of the Army, who was the host and gave opening remarks. All commanders or their representatives were introduced and recognized.

Opening Ceremony, Cycle Review, Photo Ceremony (Tuesday 07 November 1800)

Juntos Podemos! – Together We Can!

Timeline

0800-0900 Arrival and set-up Quintet, Vocalist, Color Guard, and Chaplain
0845-0900 CSA Photo with PESCAA (T)
0900-0915 Opening Ceremony
0915-0930 CSA Remarks
0930-0945 Admin instructions/Order of the Day
0945-1015 Review of 32nd Cycle & e-vote validation
1015-1030 Oficial Photo
1030-1200 Executive Time/Uniform Change
1200-1300 Lunch
1300-1430 Strategic Discussion
1430-1500 Coffee Break
1500-1700 Strategic Discussion

Uniform

Morning All: Class A
Afternoon All: Class B (Long Sleeve w/ Tie)

Interpretation

Contracted: Simultaneous via Wireless Headset

U-Shape Seating 46
Classroom Seating 93
Chairs with No Tables 10
US Army table seating 5

Scheme of Maneuver

The Opening Ceremony, Cycle Review, and Strategic Discussion occur in the Grand Ballroom on the 2nd Floor. The ceremony commences with the head table already at their seats. MC addresses the audience at 0900 and initiates the posting of the Colors, National Anthem and Chaplain's Invocation. MC introduces the head table followed by the delegates. MC introduces SecGen who will introduce CSA. CSA gives opening remarks. MC briefs the Order of the Day. PES briefs a review of the 32nd Cycle. CG briefs validation of the e-vote. Commanders will take official photo (Plaza D) followed by executive time, uniform change and lunch. CSA departs for USMA event. After lunch, commanders and general officers will re-convene for closed door strategic discussion.

Figure 3-1. Opening ceremony

Closing Ceremony

Attention to detail was the key to success at the closing ceremony, from the correct information printed on the certificates to the seating arrangement. Continuous emphasis pointed to the culminating events of signing the accords and presentation of the Conference of American Armies (CAA) medal. Again, rehearsals were paramount to identify and fix problems.
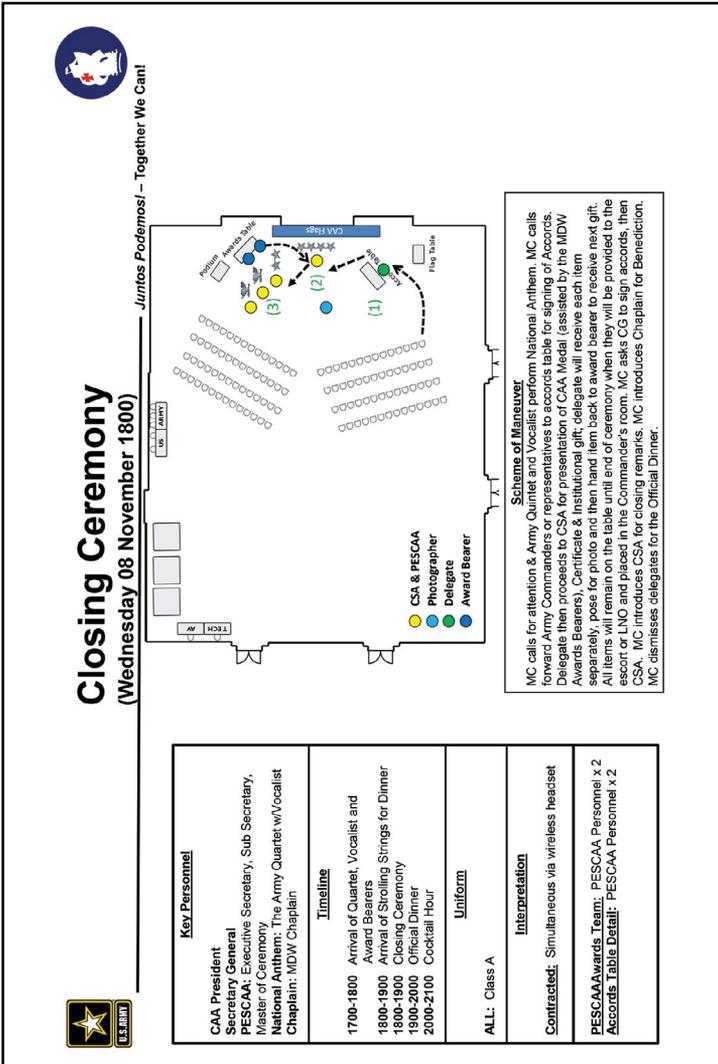
Figure 3-2. Closing ceremony

Translation and Interpretation

The commanders' conference, in contrast with the preparatory conference, was heavy on interpretation and light on translation requirements. For this reason, it was opted to contract only four translators (two Spanish and two Portuguese) and eight interpreters (four Spanish, two English, and two Portuguese).

Translation

The largest requirement was translating the 30 plus army commanders and/ or representative biographies to all three languages. This requirement was done before the execution of the conference and mainly in-house by the PESCAA bilingual personnel. There were also requirements to translate minutes and other minor documents.

Attachment 5 - Translator Schedule
Commanders' Conference

Translators	3 NOV 17	5 NOV 17	6 NOV 17	7-8 NOV 17	9 NOV 17
8 hrs per day	FRI	SUN	MON	TUE/WED	THU
Translator #1 Spanish	10 A.M. to 6 P.M.	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	7 A.M. to 3 P.M.
Translator #2 Portuguese	10 A.M. to 6 P.M.	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	9 A.M. to 5 P.M.	7 A.M. to 3 P.M.
Translator #3 Spanish	1 P.M. to 9 P.M.	1 P.M. to 9 P.M.	12 P.M. to 8 P.M.	3 P.M. to 11 P.M.	10 A.M. to 6 P.M.
Translator #4 Portuguese	1 P.M. to 9 P.M.	1 P.M. to 9 P.M.	12 P.M. to 8 P.M.	3 P.M. to 11 P.M.	10 A.M. to 6 P.M.

NOTE: The schedule is for 8 hours a day per translator; however, the work schedule above includes a 1-hour meal break. Translators will not take a 1-hour meal break together as translation service must be available at all times during the above schedule.

Figure 3-3. Translator schedule

Interpretation

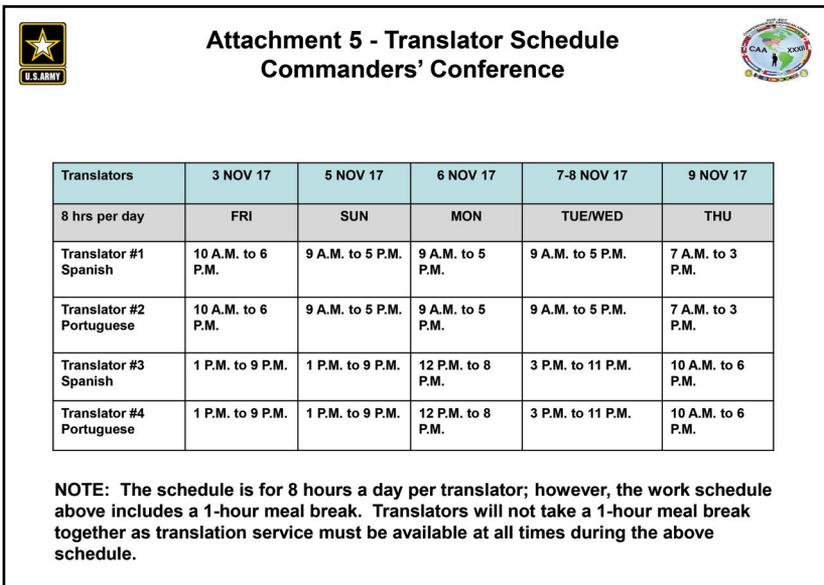Taking lessons from the preparatory conference, the PESCAA team decided to add a third booth in order to have one for each of the three languages. This capability eliminated the need to use the relay method discussed in Chapter 2 and enabled direct interpretation without any delay.

Interpretation during the commanders' conference is more intensive than interpretation during the plenary session. This included interpretation duties during the icebreaker, formal dinner, commanders' strategic discussions, bilateral and multilateral meetings during lunch, spouses program, and for the transfer ceremony held off-site at Conmy Hall. There were eight contracted interpreters covering these events.

For operational security reasons, the PESCAA team decided to use two U.S. military bilingual officers and one General Schedule (GS) civilian who were part of the team as the personal interpreters for the Chief of Staff of the Army during his interactions with commanders at the icebreaker, formal dinner, and bilateral and multilateral meetings during lunch.

Attachment 6 - Interpreter Schedule
Commanders' Conference

Interpreter	6 NOV 17	7 NOV 17	8 NOV 17	9 NOV 17
10 hrs per day	MON	TUE	WED	THU
Interpreter #1 Spanish	8 A.M. to 6 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #2 Portuguese	8 A.M. to 6 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #3 Spanish	8 A.M. to 6 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #4 Portuguese	8 A.M. to 6 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #5 Spanish	8 A.M. to 6 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #6 Spanish	8 A.M. to 6 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #7 Spanish – Spouses' Program	12:00 noon to 10:00 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.
Interpreter #8 Spanish – Spouses' Program	12:00 noon to 10:00 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.	8:30 A.M. to 6:30 P.M.

NOTE: The schedule is for 10 hours a day per interpreter; however, the work schedule above includes a 1-hour meal break. Interpreters will not take a 1-hour meal break together as interpretation service must be available at all times during the above schedule.

Figure 3-4. Interpreter schedule

Figure 3-5. Three-booth method
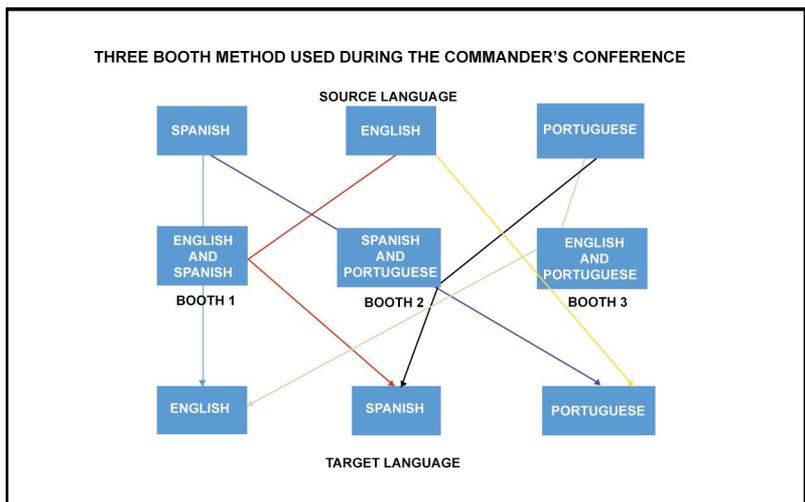
Protocol

Invitations:

- Using the invitation list, coordinate with Headquarters, Department of the Army (HQDA) Protocol Office for the welcome reception, official dinner, closing ceremony, and farewell reception.

- Guest list for non-HQDA staff was coordinated with the PESCAA S-1.

- Send e-invites to all participants.

- Print hard-copy invites for commanders and place in the rooms.

Certificates: Use a certificate from the previous cycle or create a new one.

Seating:

- Coordination is made between PESCAA and the HQDA Protocol Office to arrange seating for the official dinner and farewell reception.

- Provide name cards for the closing ceremony and commander's conference seating.

Gifts, photos, and flags:

- Protocol provides gift recommendation for Army commanders and their spouses to be presented at the commanders' conference.

- Protocol gets funds approval and purchases gift(s).

Photos:

- Provide photo layout and sticker names in conjunction with the HQDA Protocol Office.

- Assist with flags erected in the conference room and commanders' conference tables.

Administrative Instructions

Administrative instructions will be issued no later than 30 days prior to an event (per Article 194, h. 2., and 263, a. 1) and provide details about the agenda, lodging, transportation, and registration for the event. The transportation and lodging information should contain detailed information about visas, customs, and immigration as well as a point of contact at the venue and PESCAA for any issues including problems with hotel reservations. Uniform information should include pictures of individuals wearing the prescribed uniforms for the conference.

Escorts

Escort officers will be utilized during the commanders' conference to maximize the availability of the PESCAA to accomplish the assigned tasks/roles while providing the PESCAA commanders and their staffs a direct link to one another. An escort officer's primary duty is to maintain that link. They should be tasked through an HQDA exercise order to Forces Command (FORSCOM) and United States Army Reserve Center (USARC) headquarters for assignment to available officers meeting rank, language, and experience requirements for this role. Escort officers are normally contacted individually no later than 60 days prior to the conference. At this time, confirmation is made on their availability, willingness to participate, and to validate necessary uniform and government travel requirements to fill the assigned role.

A PESCAA officer should be assigned to serve as the escort officer liaison for the duration of the planning, execution, and post-execution phases.

Upon arrival to the venue, escort officers are briefed as a group to confirm all required uniform items are on hand, that they meet Army grooming and appearance standards, and to make them aware and understand their duties. Each officer will be assigned an armed agent and delegation for sole responsibility from arrival to departure. The escort officer will ensure the delegation is provided with all pertinent information provided from the PESCAA to the commander and his staff, will escort the commander to all formal events, and will be available to the commander for conducting official business while attending the conference. The escort officer is also responsible for updating the PESCAA with changes to delegation travel, facilitating special requests, and ensuring delegation members are properly accounted for throughout the duration of the conference.

Security, Airport, and Reception Operations

Requirements for the commanders' conference are the same as for the preparatory conference (see Chapter 2, Preparatory Conference).

Social Events

Refer to Chapter 2 for an explanation of the social events. See Figures 3-6 and 3-7 for details on the commanders' conference icebreaker and official dinner.

Figure 3-6. Icebreaker

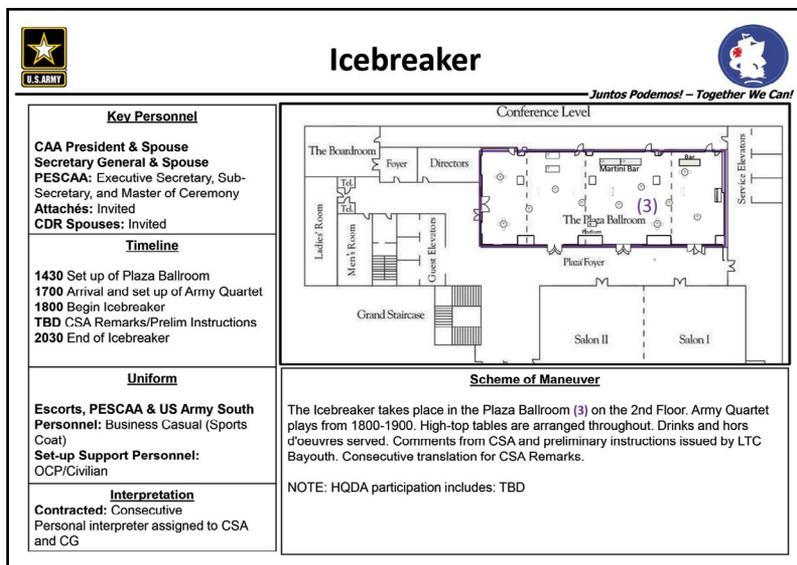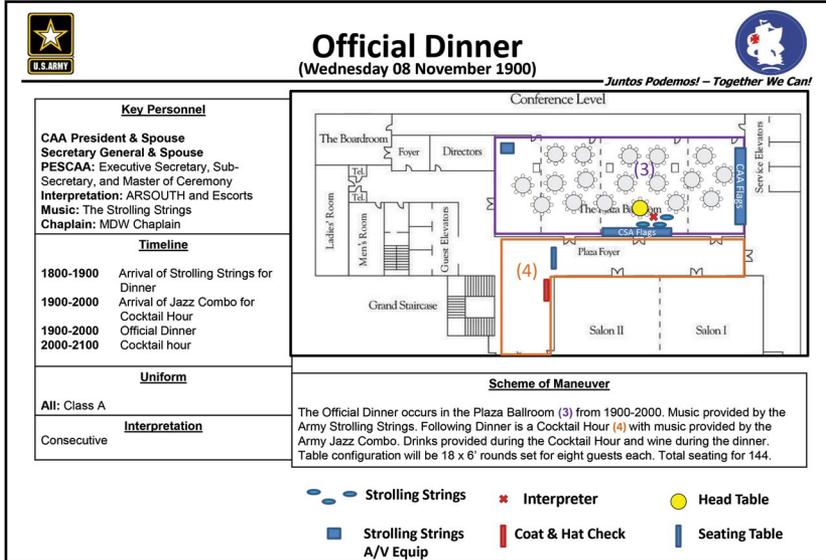**Figure 3-7. Official dinner**

Cultural Events

- Arlington National Cemetery/Tomb of the Unknown Soldier

- Changing of the guard and full honors wreath laying ceremony

- Three bus tours (no guides)

- Nineteen vehicles available

- Three sergeant major (SGM) representatives in each bus

- One Portuguese and two Spanish interpreters available

- Public affairs office (PAO) coverage provided
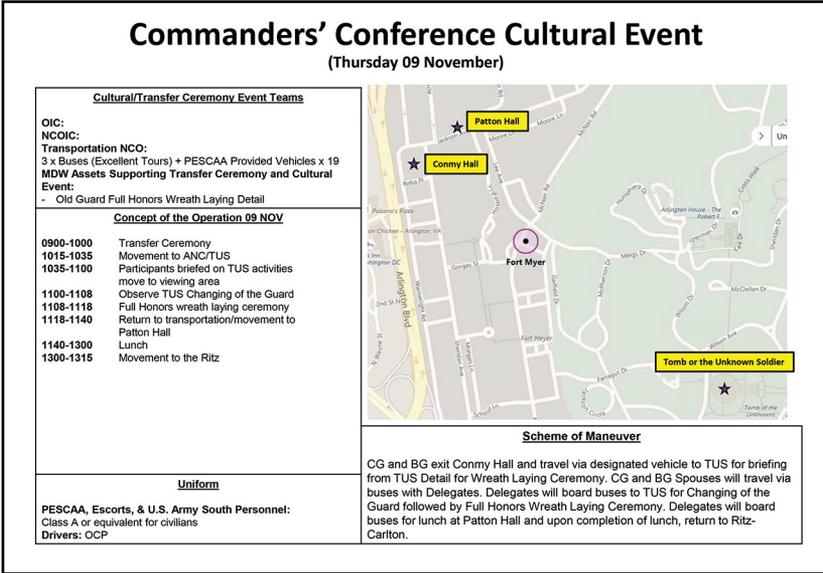
Figure 3-8

Cultural event key takeaways:

- Leadership involvement during the cultural events showed the U.S. Army commitment to partnership and alliance.

- Spanish and Portuguese interpreters were a great asset during the historical tours and U.S. Army traditional ceremonies.

- Maintain the communications plans and assets for future preparatory and commanders' conferences.

- Synchronize with support staff to ensure they are at the right place and the right time during cultural events.

Spouses' Program

Figure 3-9. The wife of the Chief of Staff of the Army hosted a spouses-only guided tour at the National Mall and Pentagon in Washington, D.C., 07 November 2017. The trip included a lunch at the executive dining facility at the Pentagon. (U.S. Army photo by SPC Trevor Wiegel)

Army South's (ARSOUTH's) supporting role was to provide army commanders' spouses attending the CAA 32nd cycle commanders' conference details of cultural events and social engagements in support of the Chief of Staff of the Army spouses' program. Some of the key tasks included the following:

- Develop the spouses' agenda in support of the CAA.

- Provide special instructions to the army commanders' spouses.

- Coordinate with HQDA staff for the social engagements and cultural events.

- Provide an update/brief to the commander as necessary.

The goals of the spouse program events are to build positive relationships, foster mutual support and understanding, and provide cultural awareness opportunities during the commanders' conference. Sixteen army commander spouses from member armies, invited armies, and observer organizations attended this prestigious event. The following key takeaways contributed to the program's success:

- **Special Instructions, Annex C**. The purpose of Annex C is to provide the CAA spouses with special administrative information regarding the commanders' conference. The special instructions were presented to the spouses prior to their arrival to Washington, D.C.:

  ○ "No plus one" guest events are limited to army commanders' spouses; no children, liaison officer (LNO) spouses, or attaché spouses.

  ○ Have passports available for non-U.S. citizens and valid government identification (ID) for U.S. participants.

  ○ Have two Spanish interpreters for tours available and Portuguese interpreters available, as required.

  ○ Wear comfortable walking shoes during tours; bring rain jacket or umbrella and cold weather attire.

- **Spouse agenda**. The spouse agenda (see Figure 3-10) was developed by the PESCAA and approved by the Chief of Staff of the Army to ensure synchronization with the general officer program.

CCAA Spouse AGENDA

Monday November 6, 2017		Thursday November 9, 2017	
0000-2400	Delegation Arrival	0815-0850	Travel to Conmy
1800-2030	Ice-breaker		Hall
Tuesday November 7, 2017			
0845	Link up Hotel Lobby	0900-1000	Transfer Ceremony
0900-0930	Enroute to National Mall	1015-1035	Movement to ANC/TUS
0930-1130	Walking/ Guided Tour of	1035-1100	Participants briefed on TUS
	National Mall (Group Photo)		activities, move to viewing
			area
1130-1200	Enroute Pentagon	1100-1118	Observe TUS Changing of
1200-1330	Lunch (Pentagon GO Mess)		the Guard
1330-1500	Pentagon Tour / Gift Shop	1108-1118	Full Honors Wreath Laying
			Ceremony
1530-1830	Executive Time	1118-1140	Movement to Patton Hall
1830-2000	Informal Dinner	1300-1315	Lunch
Wednesday November 8, 2017		1830-2030	Movement to Hotel
0845	Link up Hotel Lobby	1830-2030	Optional Dinner
0900-0930	Enroute Capitol	1800-2359	Delegation Departure
0900-1130	Capital Tour		
1130-1200	Enroute Mrs. Milley's Residence	**Friday November 10, 2017**	
1200-1400	Lunch (Gift Presentations)	0000-2400	Delegation Departure
1400-1415	Enroute Hotel		
1415-1800	Executive Time		
1800-1900	Closing Ceremony		
1900-2000	Official Dinner		
2000-2100	Cocktail Hour		

Figure 3-10. Spouses' agenda

- **Gift plan**. Army Regulation 37-47, Official Representation Funds (ORF) of the Secretary of the Army, establishes the requirement to present gifts to authorized guests during ORF events and visits. Guests' spouses, for example, of Department of Defense (DOD) personnel included in the official DOD party as described in paragraph 2–5a (2) (a) are authorized. Authorized spouses received practical gifts. All purchases were legally reviewed and complied with Army Regulation 37-47.

- **Welcome packet**. The spouses' welcome packet included an updated spouse agenda, icebreaker, dinner invitations, maps, tourist information for the National Capital Region, weather forecast, list of capitol tour prohibited items, spouse attendance list, dining locations, and contact information to include emergency points of contact. The packet set the tone for the spouses to feel welcome. This information immediately established a positive atmosphere, fostered relationships, and highlighted to the spouses their needs are important during the event. An example of a welcome packet is in Appendix C, Spouses' Program Special Instructions.

Visual Information and Public Affairs Office Support

In the course of the commanders' conference, the visual information (VI) team continues with its basic tasks and responsibilities as in the preparatory conference (see Chapter 2). The preparatory conference after action review findings were used to prepare for the commanders' conference:

- For the commanders' conference, the VI team deployed with an organic printer. This provided the ability to print official photos and certificates on-site.

- During the commanders' conference, the VI team deployed with a compact disc duplicator capable to replicate ten compact discs simultaneously. This tool replicated the data collection device for each delegation in a timely and effective manner.

Plenary Session

Setup

The commanders were seated at a U-shaped table with one other representative from their delegation to their side. The order of seating was done using the Spanish name of their country in alphabetical order. Because the seating arrangement doubled in size from the preparatory conference to the commanders' conference, it was necessary to use the entire hotel ballroom with several monitors strategically positioned, in addition to the three projector screens to present the content in English, Spanish, and Portuguese.
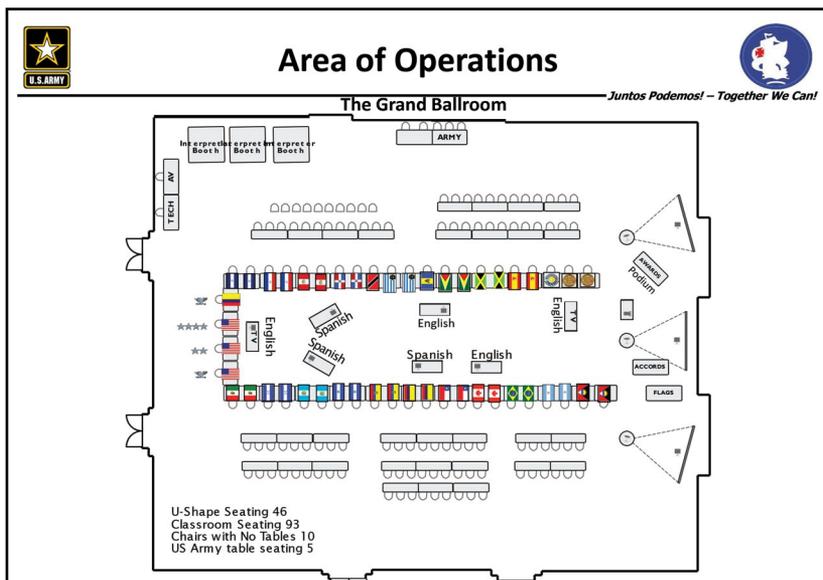
Figure 3-11. Area of operations

In contrast with the preparatory conference, the commanders' conference did not have as much content discussed during the plenary sessions, the exception being a cycle update presented to the commanders by the permanent executive secretary and the vote to validate the results of the electronic voting. Other than this, the commanders spent the vast majority of the conference in strategic discussions and bilateral meetings.

Strategic Discussion

The CAA offers a forum for army commanders to interact face-to-face every two years. As part of this interaction, they have an opportunity to have a closed session where commanders can speak candidly about issues of common interest in a non-attributional manner. This process was initiated in 2007. It has matured into an agenda item. Since its inception, the meeting was programmed for one hour. One of the initiatives of the PESCAA was to increase the time to four hours, allowing for more substantive discussion. In order to guarantee the four hours were productive, there was a list of topics and issues for discussion and to focus the interaction. The PESCAA made the arrangement and now provides the time and space for the meeting. However, the PESCAA limits its direct influence on topics and content of the discussion. Moreover, during the planning, it became evident that a moderator was needed to facilitate the discussion.

During the cycle, the PESCAA led an initiative to solicit input from army commanders on topics they would be interested in discussing. Although this generated some topics, ultimately the U.S. Army, as the host for this cycle, selected the items to be discussed and incorporated input from other army commanders into the main topics. The Chief of Staff of the Army tasked the ARSOUTH commander to be the moderator and to develop the topics with input from fellow commanders while maintaining an open forum for candid dialogue.

After consideration, the strategic discussion became open only to army commanders, or their representatives and general officers identified as part of each army's delegation. Each army, however, would only have one seat at the main table as depicted in Figure 3-12. Other general officers could sit at one of the side tables or in a chair behind their commanders.

Commanders agreed that minutes would not be taken at this session. However, in order to capture feedback and guidance to the CAA, there were two U.S. Army note takers. They were allowed to sit in the room record main ideas, direct guidance, and due-outs identified by the Army commanders.

Simultaneous interpretation was available during the session. There was one 30-minute break, which was taken during a logical breakpoint in the dialogue.
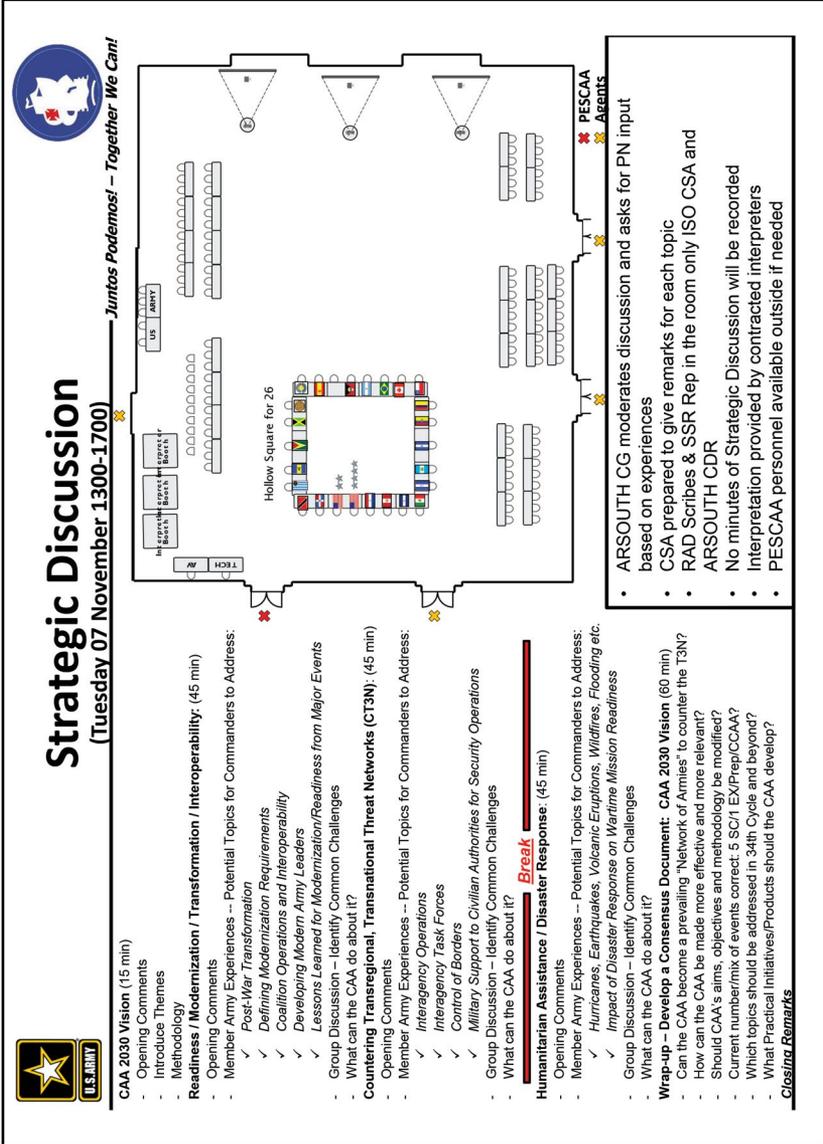
Figure 3-12. Strategic discussion concept

Bilateral and Multilateral Meetings

Another important aspect of the commanders' conference is the opportunity for commanders to conduct bilateral or multilateral meetings with their staff to discuss important issues of common interest. The PESCAA is responsible for arranging the space and coordinating the time for each meeting. Each army is responsible for coordinating directly with other armies to request these meetings. Once both armies agree on the meetings, they report to the PESCAA to add them into the schedule.

The PESCAA briefed LNO instructions at the preparatory conference, directing all coordination to be completed 30 days before the commanders' conference. This facilitated adequate time to develop the schedule and publish it with sufficient time for the armies to prepare their commanders for the approved meetings. A few of the armies complied with the timeline, but most were still coordinating meetings up to the week before the commanders' conference, which affected the schedule.

Each meeting was programmed for 30 minutes allowing for 16 possible meetings, or "periods." To the extent possible, the PESCAA built in a period between meetings to allow for overruns, as well as to maintain flexibility to add last-minute requests without altering the schedule. This worked extremely well and should be replicated in future planning.

In order to provide both privacy and security during the bilateral meetings, the PESCAA chose to use an entire floor of guest rooms that were converted to meeting spaces. The floor would be owned by the PESCAA at least 24 hours before the scheduled meetings. At this time, no other guests would be on that floor. Additionally, room service was cancelled for the day of the meetings to prevent service carts from disrupting the flow of personnel through the hallways.
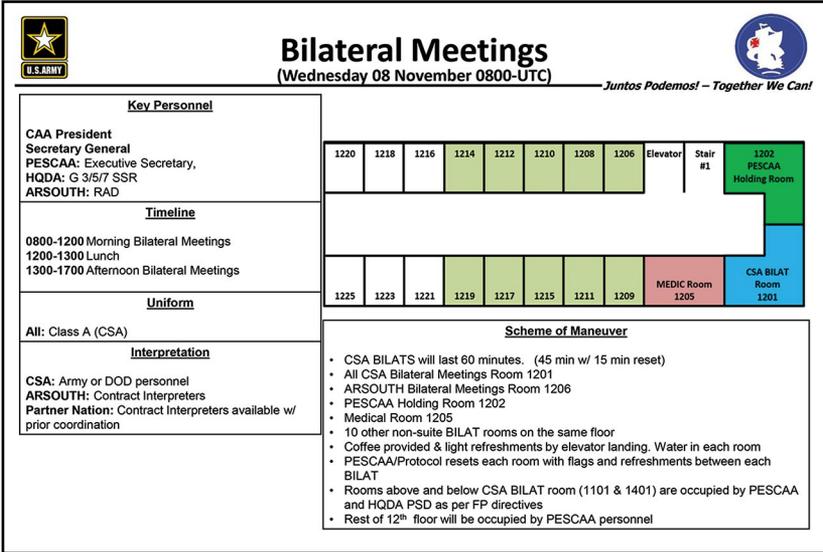
Figure 3-13. Bilateral meetings

Selected armies with the most number of meetings stayed in a single room to reduce movements. Care was taken to sequence the meetings in a way that allowed commanders with fewer meetings to have the flexibility to conduct other business, rather than be tied to the hotel all day for only three or four meetings.

Schedule of Bilateral Meetings

The PESCAA also maintained a suite as a "holding area" for delegations to wait in between meetings, as well as to receive the delegations and confirm their next meeting was on schedule. This proved efficient in reducing the number of people waiting in the hallways, thus minimizing the noise level for ongoing meetings.

Document Production

The commanders' conference requires the production of the following two major documents:

- CAA regulations (bylaws)

  ○ Several weeks before the commanders' conference, all revisions to the regulations will have been proposed several weeks or months prior to the preparatory conference, debated by delegates to the preparatory conference, and approved by commanders via electronic voting in an accord dedicated to changes to the regulations. With the commanders' approvals, the PESCAA will be able to print hard copies of the regulations in the three languages of the CAA.

  ○ It is recommended for each army and organization attending the commanders' conference to receive two to four hard copies of the regulations in its respective language. These hard copies may prove useful for commanders and other attendees during the plenary sessions and strategic discussions at the commanders' conference.

- The final report of the commanders' conference, per the regulations, consists of the following documents:

  ○ **Accords of the commanders' conference**. The accords will be approved by electronic vote of the commanders approximately one month prior to the commanders' conference. The accords will include a summary of the events of the current cycle, the mandatory theme and objectives of the next cycle, events and organizing armies for the next cycle, the host army of the cycle following the next cycle, approval of new members or observers of the CAA, and approval of revisions to the regulations among other appropriate topics.

    During a plenary session of the commanders' conference, the president or secretary of the conference should request a vote of the commanders to confirm the results of the electronic vote on the accords. The accords are to be signed later in the conference during the closing ceremony. A copy of the accords will be included in the final report, which is produced in three languages.

○ **Minutes of the commanders' conference**.The minutes team at the commanders' conference will follow the same procedure established for the preparatory conference. (**Note:** If the executive secretary wishes to place the under secretary at the head table during the commanders' conference, he may do so by appointing him/her as the minutes secretary.)

○ Other documents.

An itinerary of the commanders' conference and a roster of attendees must be included in the final report along with any other documents the PESCAA determines to be of value.

Primary responsibility for the final report rests with the operations section of the PESCAA, although the legal officer should be actively engaged in performing quality control on the production and compilation of the documents.

Chapter 4
Transfer of Responsibility

The transfer of responsibility has been done in past cycles separate from the commanders' conference and hosted by the incoming Permanent Executive Secretary Conference of American Armies (PESCAA). During this 32nd cycle, the idea of conducting the transfer right after the closing ceremony of the commanders' conference was discussed between all the Conference of American Armies (CAA) liaison officers and brought to the attention of the presidents of the 32nd and 33rd cycle. The main advantage of having the transfer in conjunction with the commander's conference is all CAA commanders' are already present and the burden of having to budget and plan for a separate trip is eliminated. On the other hand, the downside is a lost opportunity to highlight the incoming PESCAA lead's country and army by not hosting the transfer in their homeland as a clear mark of the beginning of a new cycle.

Once the decision was made to host the transfer ceremony in conjunction with the commanders' conference, the outgoing PESCAA planned it in conjunction with the Military District of Washington. The Old Guard took the lead with the PESCAA providing input for the actual transfer of the CAA flag from the CAA 32nd cycle president to the 33rd cycle president's representative. The Old Guard provided a poignant presentation that included a U.S. Army drill team, fife and drum corps, Army band, and Army color guard.

The PESCAA team planned and executed the transportation and the mobile translation for the ceremony. Because the ceremony was staged at Conmy Hall, Fort Myer, VA, it was necessary for all the foreign dignitaries to have the required foreign visit request approved prior to entering the U.S. military facility.
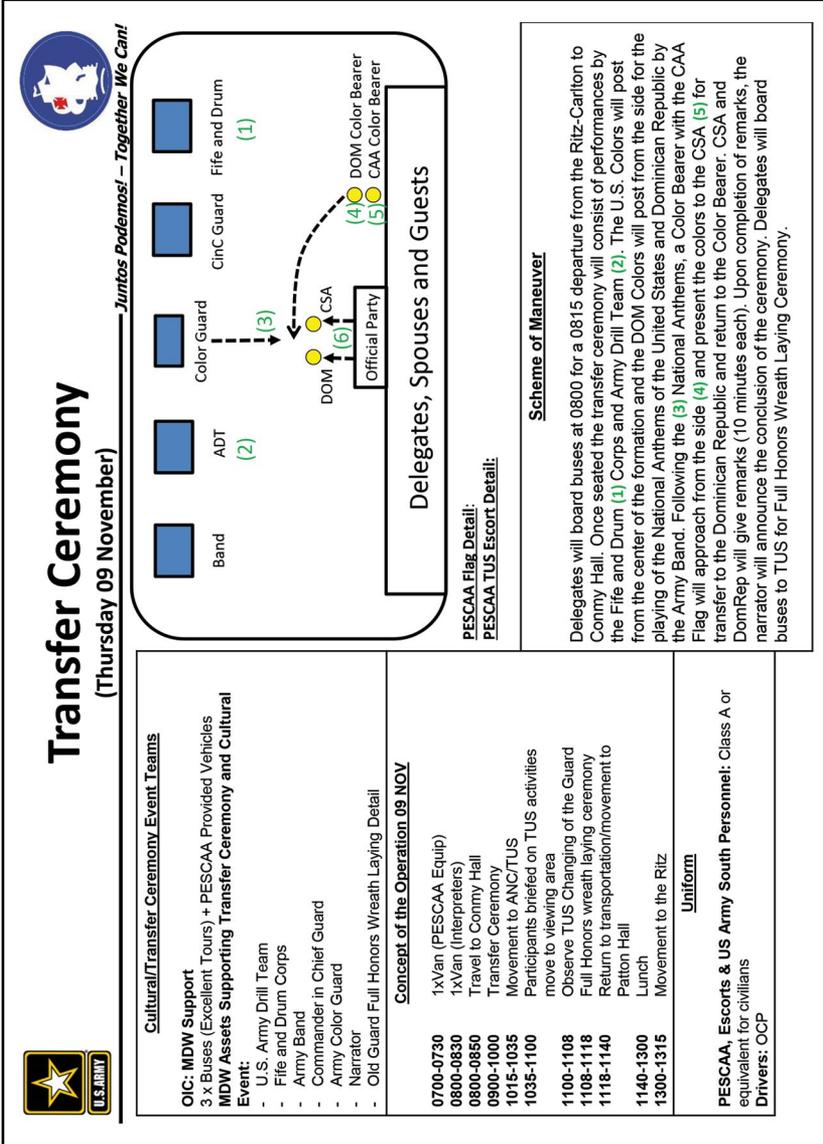
Transfer Ceremony
(Thursday 09 November)

Juntos Podemos! – Together We Can!

U.S.ARMY

Band   ADT   Color Guard   CinC Guard   Fife and Drum
(2)   (3)   (1)

DOM   CSA
(6)
Official Party
(4) ● DOM Color Bearer
(5) ● CAA Color Bearer

Delegates, Spouses and Guests

PESCAA Flag Detail:
PESCAA TUS Escort Detail:

Cultural/Transfer Ceremony Event Teams

OIC: MDW Support
3 x Buses (Excellent Tours) + PESCAA Provided Vehicles
MDW Assets Supporting Transfer Ceremony and Cultural
Event:
- U.S. Army Drill Team
- Fife and Drum Corps
- Army Band
- Commander in Chief Guard
- Army Color Guard
- Narrator
- Old Guard Full Honors Wreath Laying Detail

Concept of the Operation 09 NOV

0700-0730	1xVan (PESCAA Equip)
0800-0830	1xVan (Interpreters)
0800-0850	Travel to Conmy Hall
0900-1000	Transfer Ceremony
1015-1035	Movement to ANC/TUS
1035-1100	Participants briefed on TUS activities move to viewing area
1100-1108	Observe TUS Changing of the Guard
1108-1118	Full Honors wreath laying ceremony
1118-1140	Return to transportation/movement to Patton Hall
1140-1300	Lunch
1300-1315	Movement to the Ritz

Uniform

PESCAA, Escorts & US Army South Personnel: Class A or equivalent for civilians
Drivers: OCP

Scheme of Maneuver

Delegates will board buses at 0800 for a 0815 departure from the Ritz-Carlton to Conmy Hall. Once seated the transfer ceremony will consist of performances by the Fife and Drum (1) Corps and Army Drill Team (2). The U.S. Colors will post from the center of the formation and the DOM Colors will post from the side for the playing of the National Anthems of the United States and Dominican Republic by the Army Band. Following the (3) National Anthems, a Color Bearer with the CAA Flag will approach from the side (4) and present the colors to the CSA (5) for transfer to the Dominican Republic and return to the Color Bearer. CSA and DomRep will give remarks (10 minutes each). Upon completion of remarks, the narrator will announce the conclusion of the ceremony. Delegates will board buses to TUS for Full Honors Wreath Laying Ceremony.

Figure 4-1. Transfer ceremony

Appendix A

Logistics

The logistics requirements to support the Conference of American Armies (CAA) conferences is straightforward; however, the requirements must be identified during the early stages of the CAA cycle to ensure all timelines are met in accordance with contract policies and other applicable regulations. Once the initial requirements are provided by operations, there are four critical aspects to focus on. These include the performance work statement (PWS), army conference policy, funding for the conferences, and the outlying purchases to support the conferences. This appendix lays out considerations to successfully support these four aspects.

Performance Work Statements

The PWS must be specific to ensure the selected venue can support over 25 army commanders. The preparatory and commanders' conferences need to be in the same venue. Therefore, ensure the PWS specifically states this requirement. There are two additional significant points: foreign countries hosting the conferences should reserve their highest-rated hotels and the distance to the Chief of Staff of the Army's (CSA's) office from the selected venue must be considered due to his demanding schedule. Table A-1 outlines the main requirements for the conferences that must be identified in the PWS.

Table A-1. Venue requirements

Requirement	Preparatory Meeting	Commanders' Meeting
Conference room for 200 people	X	X
Operations center for 20 people	X	X
Breakout rooms for bilateral meetings		10
Rooms at the government rate	70	160 (to include 30 suites)
Audiovisual capability (projectors, screens, audio)	X	X
Three interpretation booths and 125 headsets (English, Spanish, Portuguese)	X	X
Meals, breakfast, lunch, and dinner, from Tuesday through Thursday, breakfast on Friday	X	X
Dining area	125 people	125 people
Distinguished visitor dining area		75 people
Separate registration desk		X

Lodging

The hotel should be located in a safe, low-crime area in the National Capitol Region no more than three miles from the Pentagon and no more than four miles from Reagan National Airport to maximize available time for conference presentations and activities.

The hotel must have a full service restaurant on the property or have the ability to cater breakfast, lunch, dinner, and morning and afternoon coffee breaks.

The hotel must have sufficient capacity to accommodate 220 conference attendees in 160 single/double rooms at the government rate, 30 of which must be suites or equivalent-type rooms. Also, ensure the hotel has the capability for self-paying guests at the commanders' conference. Plan on reserving 70 single/double rooms at the government rate for the preparatory conference. Of note, suites are not required for the preparatory conference.

The hotel shall provide 12 bilateral (nonsmoking) meeting rooms with a table and couches for 10 personnel for the commanders' conference. All 12 rooms must be co-located on the same floor (a single regular room may be used for this purpose). Two of the 12 rooms must be suites for the CSA and the Permanent Executive Secretary Conference of the American Armies (PESCAA) holding area. These two rooms must be on the same floor as the medical suite. These rooms are not required for the preparatory conference; however, the setup for the CSA bilateral meeting room and a regular bilateral meeting room must be set up for one day during the preparatory conference.

Hotel Representation

The hotel should provide a representative as a liaison for the conference. The hotel representative must be vested with the authority to resolve issues involving conference execution and payment as they arise. The hotel representative should be available throughout the time the hotel is in use by the government.

The hotel security manager should provide the government security director an orientation of the hotel. In addition, the hotel security manager should meet with the government security director to establish a direct point of contact within the hotel staff to solve security issues.

Meals

Social event. On _____, the hotel shall provide a selection of heavy hors d'oeuvres and alcoholic and non-alcoholic beverages such as water, juice, and soft drinks in substitution for the dinner buffet during the social event to be held from approximately 6:30 p.m. to 8:30 p.m. There is a limit of two alcoholic beverages per person. Any additional alcoholic beverages beyond the authorized limit may be purchased through a cash bar and are the responsibility of each individual.

Light reception. On _____, the hotel shall provide a light reception with a bar service and light hors d'oeuvres from 8:00 p.m. to 9:00 p.m. Guests are authorized two alcoholic beverages (top shelf liquor, beer, or wine) per person. Any additional alcoholic beverages beyond the authorized limit may be purchased through a cash bar and are the responsibility of each individual.

Formal dinner. On _____, the hotel shall provide a formal table-side dinner from 7:00 p.m. to 8:00 p.m. Dinner shall, at a minimum, consist of one main entree, side dishes, and dessert. Beverages shall be provided such as water, juice, soft drinks, tea, and/or coffee, and be consistent with a value sufficient to provide a complete dinner meal. Red and white wine shall be made available by the hotel not to exceed two glasses per person.

Conference Facilities

All conference facilities must have adequate lighting and be climate controlled. The room may be used continuously 24 hours a day. The hotel must provide grounded electrical connections with extension cords and surge protectors to support office equipment. The rooms must be securable to prevent access to unauthorized personnel. All conference facilities must be on the same floor with sole access/control of the floor to include the main conference room, the operations center, and the internet café. The dates for the blank spaces are requested from operations.

Main conference room. The main conference room must be fully set up and available no later than 8:00 a.m. on _____and will be used through approximately 10:00 p.m. on _____. The setup will include tables, chairs, podiums, microphones, sound system, projector screens, projectors, and other equipment as necessary. Layout of the main conference room shall be a general conference arrangement for 30 participants at head tables oriented onto the screens, with additional seating for up to 170 participants in a classroom-style setting, also oriented onto the screens.

Operations center. The operations room shall be established no later than 6:00 p.m. on _____ (backwards plan for a date from operations) and shall remain in this configuration until 12:00 p.m. on _____. Setup in each room will include tables, chairs, podiums, projector screens, and other equipment as necessary. Layout of this room will be generally set up with a conference table and separate areas for computers for 20 personnel.

Conference translator's room. This room shall be completely set up and available from 8:00 a.m. on _____, for a total of eight hours, and from 8:00 a.m. on _____ until 12:00 p.m. on _____. The room should have individually controlled air conditioning and heating units. An adequately sized guest room can be used to fulfill this requirement. The room must be available to be used continuously 24 hours a day. The following furnishings and accessories are required: two long tables (8 feet by 3 feet) or similar conference tables, six chairs, and a trash can. The room must have the capability to support automation equipment, such as computers and printers, to include WiFi internet service.

Internet café. This facility shall be completely set up and available from 12:00 p.m. on _____ until 12:00 p.m. on _____. The area must be available to be used continuously 24 hours a day. The following furnishings and accessories are required: six chairs and a trash can. The room must have automation equipment, three computers, and one printer to include WiFi internet service.

The contractor shall provide conference facilities in which sessions can be conducted in comfort and separated from other hotel functions. The conference rooms must have dimmer switches and blackout curtains (or similar) to allow for better viewing of audiovisual presentations. The contractor shall provide padded chairs and tables with tablecloths.

The conference room configurations and usage times shall be able to be changed as needed at any time prior to the conference to accommodate last-minute directives and fluctuating requirements. The room must be able to be secured and two keys provided to the designated government representative.

Parking

The contractor shall provide 26 reserved parking spaces daily from _____ to _____ for local conference participants and conference coordinators for the commanders' conference. The reserved parking places must be clearly designated for conference participants. Parking must be in a safe environment with adequate lighting and security. Hotel staff must be aware of reserved conference parking spaces. The contractor shall provide 15 parking spaces from _____ to _____ during the preparatory conference.

Audio Visual Equipment

The main conference room shall be equipped with two large LCD or similar projectors with at least a 7,000 American National Standards Institute (ANSI) lumen rating and three projector screens that create an image easily viewable and readable from the rear and sides of the conference room. Screen frames will be skirted to present a professional appearance. Projector bulbs should have approximately the same number of usage hours to ensure images match in terms of brightness, contrast, etc. Projectors will be connected to government computer systems placed at the rear of the conference room. The operations center should be equipped with one projector screen. All equipment listed in Table A-2 is also required to support the conference.

The contractor shall provide all required splitters, cables, amplifiers, etc., required to ensure connection is high quality. The conference room must have a sound system with one podium microphone. All sound equipment (mixers, receivers, amplifiers, etc.) will be located at the rear of the conference room next to the computer table. The sound system must be connected to government computers.

The contractor shall provide all cabling installed in a safe manner to prevent tripping or risk of electrical hazard. Installation shall present a professional and neat appearance and conform to industry and local safety, electrical, fire, and health standards. The designated government representative will provide guidance on-site.

Table A-2. Audiovisual equipment requirements

Nomenclature	Main Conference Room	Operations Center	Translators' Room	Number of Days
Wireless microphone	4			3 (6-8 NOV)
Stand microphone table	28			3 (6-8 NOV)
Free-standing podiums with microphone	1			3 (6-8 NOV)
LCD overhead projectors with 7,000 ANSI lumen rating	3			3 (6-8 Nov)
Projector screens, 8 feet	3	1		3 (6-8 NOV in main conference room) 6 (5-10 NOV in operations center)
Sound system/mixer	1			3 (6-8 NOV)
Loudspeaker powered with stand	4			3 (6-8 NOV)
Guest package fast fold	3			3 (6-8 NOV)
Hard-wire internet line	1			4
High-speed copier/printer	1			4
Interpretation booth	3			3 (6-8 NOV)
Interpretation headsets	100			3 (6-8 NOV)
Interpretation receiver	1			4
Dry erase marker board 24" by 36"	4			4
Mobile wireless interpretation devices to support on- and off-site events	30			2 (7-8 NOV)
Mobile wireless interpretation devices to support on- and off-site events	140			1 (9 NOV)
Mobile interpretation base station	2			3 (7-9 NOV)
Mobile interpretation receiver	2			3 (7-9 NOV)
Digital recorder to include mixer, microphones, and SD cards	1			1 (7 NOV)
LCD, or equivalent, 42 inch television	3			2 (6-7 NOV)
LCD, or equivalent, 24 inch television	3			2 (6-7 NOV)
Seamless switchers	3			3 (6-8 NOV)
Power strips along the tables	30			2 (6-7 NOV)
Clicker to control the projector screens	1			3 (6-8 NOV)
Computer monitors			4	4

Computers. The contractor shall provide 12 computers to be located in the following facilities: four in the main conference room, four in the conference translator's room, three in the internet café, and one in the operations center that must have the capability to print to the high-speed copier/printer. Computers must be a minimum of an Intel Core i3, 2.0-gigahertz (GHz) processor with 4 gigabytes (GB) random access memory (RAM), internal hard drive with at least 100GB of free space for user data storage internal compact disc/digital video device (DVD) reader/writer, and Ethernet or 802.11 wireless network adapter.

Army Conference Policy

Current Army conference policy (Army Directive 2016-14) requires all conferences to request approval to hold a conference as directed by Table A-3.

Table A-3. Army Conference Policy

Tier	Cost Threshold
One	Costs ≥ $500,000*
Two	Costs < $500,000
Three	Costs < $100,000
AASA	Conferences involving actual expense allowance of 150 percent or more with costs < $500,000 (the SECARMY with costs > $500,000)
SECARMY, Under Secretary of the Army (USA), four-star GO, AASA	Conferences involving spouse travel at Army expense regardless of cost.
* Generally prohibited, but may receive a written waiver.	

Tier one. This tier consists of the Secretary of the Army (SECARMY) and CSA. The SECARMY is the approval authority for waivers for conferences with costs exceeding $500,000 (generally prohibited). The CSA has approval authority up to $500,000.

Tier two. This tier consists of the Vice Chief of Staff, Army (VCSA); commanding general, U.S. Army Forces Command (FORSCOM); commanding general, U.S. Army Training and Doctrine Command (TRADOC); commanding general, U.S. Army Materiel Command (AMC); administrative assistant to the Secretary of the Army (AASA); and Director of the Army Staff (DAS).

Tier three. This tier consists of the deputy commanding generals and the civilian equivalent of Army commands (ACOMS); commanders of Army Service component commands (ASCCs) and direct reporting units (DRUs); and Headquarters, Department of the Army (HQDA) principal officials when a general officer (GO) or Senior Executive Service (SES) individual holds the position.

Despite the CAA Commanders' Conference being an Army conference, it can be exempted from the application of Army conference policy. The preparatory and commanders' conferences were exempt from Army conference policy due to the following exemption (bilateral and multilateral international cooperation engagements) listed in the Army conference policy. This exemption elaborates that, "bilateral and multilateral international cooperation engagements provide a unique opportunity for the U.S. Army and its allies to develop and maintain beneficial international relationships and collaborate on necessary military matters."

However, only a GO may determine whether the exemption applies to a particular conference. Once the GO determines that the event falls into a specified exemption, no further action is required under Army conference policy. It is recommended that the Director of Army Conference Management, Office of the Administrative Assistant to the SECARMY, concurs with the exemption and a legal review is conducted prior to the GO determining these conferences are exempt from Army conference policy.

Official Representation Funds

Army Regulation (AR) 37-47 governs that official representation funds (ORF) are used to extend official courtesies to authorized guests of the U.S., Department of Defense (DOD), and the Department of the Army. Official courtesies will be in keeping with propriety as dictated by the occasion and conducted on a modest basis to maintain the standing and prestige of the U.S. at home and abroad. Official courtesies and ORF-related expenses include meals and refreshments, which include, but are not limited to:

- Receptions and participation expenses at DOD-sponsored events held in honor or authorized guests

- Expenses for sightseeing tours

- Official functions and floral wreaths

The SECARMY established a $20,000 expense cap for any one event. An entire visit by an authorized guest constitutes one event for the purposes of this cap. ORF is utilized for all foreign guests and their spouses. However, ORF excludes the use of ORF to pay for the costs of U.S. support personnel.

The preparatory and commanders' conference ORF expenses exceeded the $20,000 expense cap for any one event. Therefore, a waiver of the policy in AR 37-47 to exceed the $20,000 threshold for an ORF event for both the preparatory and commanders' conferences was submitted to the AASA and the waiver was approved. The critical supporting facts for the approval were the high-visibility nature of these events and the high level of hospitality extended to U.S. Army representatives by partner armies across the Americas. The rationale for payment of U.S. support personnel was due to bilingual capability, staying in the same venue where the conference was held, and their interaction with foreign delegations during meals, meeting breaks, and throughout the conferences. Thus, the expanded use of ORF for these U.S. Army-hosted conferences was considered in the best interests of the nation, DOD, and the Army. Of importance is to submit this waiver as soon as the expenditures are provided via the contract channels from the venue.

Purchases to Support the Conferences and Concept of Support

The other purchases to support both conferences are paid with operation and maintenance (O&M) or ORF. Proper coordination and backwards planning must be conducted to ensure the organizations providing these services can support the services in a timely manner. In addition, the proper systems must be followed to purchase these services. The following is a list of these outlying purchases:

- CAA medal (ORF)

- Cultural event tour for preparatory conference (ORF)

- Cultural event transportation for commanders' conference (ORF)

- Lunch at Fort Myers following the commanders' conference culture event (ORF)

- Gifts for both conferences (ORF)

- Transportation for both conferences (O&M)

- Cell phones for both conferences (O&M)

The rest of the services (meals provided by venue, audio and visual, and translation/interpretation) are paid via the contract. All of the ORF expenditures are included as part of the ORF approval exemption to the AASA. Figures A-1 and A-2 are the concept of support for both conferences.
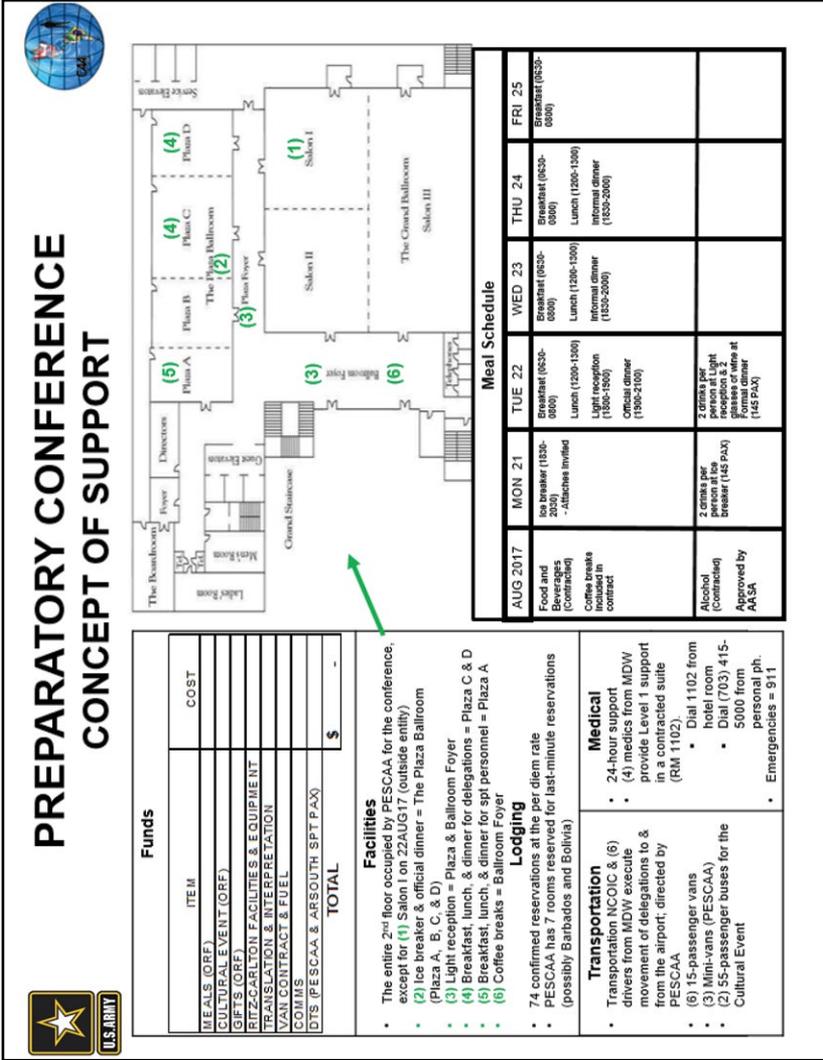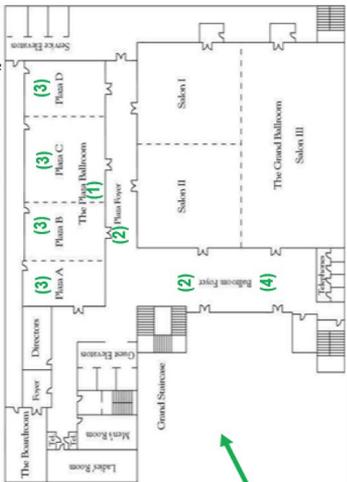
Figure A-1. Preparatory conference concept of support

Figure A-2. Commanders' conference concept of support

Appendix B

Conference of American Armies
Login Account Request Form

Conference of American Armies

CAA Log in Account Request

Reset Form

Instructions: Please complete all required fields. We will be unable to process your request, unless ALL required fields are completed.

Fields marked with an asterisk * are required.

Country*: Select Country...

First Name*:

Middle Name Initial:

Surname*:

Rank*:

Telephone:

Office Where You Work:

E-Mail*:

Purpose of opening an account*:

PESCAA / Liaison Officer Only

Request is Approved   Request is Denied

**Figure B-1. Conference of American Armies (CAA)
Login Account Request Form**

Appendix C
Spouses' Program Special Instructions

Annex C: Spouses' Program Special Instructions for Conference of American Armies (CAA) Cycle XXXII Commanders' Conference (06 - 10 November 2017, Washington D.C. USA)

1. **General Information:** These special instructions are designed to provide Army Commander Spouses attending the CAA Cyde XXXII Commanders' Conference on 06-10 November 2017 with details of cultural events and social engagements supporting the Chief of Staff of the Army (CSA) Spouses' Program. The goal of the programs' events is to build positive relationships, foster mutual support and understanding, and provide cultural awareness opportunities.

2. **Spouse Agenda:**

CCAA Spouse AGENDA

Monday November 6, 2017		Thursday November 9, 2017	
0000-2400	Delegation Arrival	0815-0850	Travel to Conmy
1800-2030	Icebreaker		Hall
Tuesday November 7, 2017			
0845	Linkup Hotel Lobby	0900-1000	Transfer Ceremony
0900-0930	En route to National Mall	1015-1035	Movement to ANC/TUS
0930-1130	Walking/ Guided Tour of	1035-1100	Participants briefed on TUS
	National Mall (Group Photo)		activities, move to viewing
			area
1130-1200	En route Pentagon	1100-1118	Observe TUS Changing of
1200-1330	Lunch (Pentagon GO Mess)		the Guard
1330-1500	Pentagon Tour / Gift Shop	1108-1118	Full Honors Wreath Laying
			Ceremony
1530-1830	Executive Time	1118-1140	Movement to Patton Hall
1830-2000	Informal Dinner	1300-1315	Lunch
Wednesday November 8, 2017		1830-2030	Movement to Hotel
0845	Linkup Hotel Lobby	1830-2030	Optional Dinner
0900-0930	En route Capitol	1800-2359	Delegation Departure
0900-1130	Capital Tour		
1130-1200	En route Mrs. Milley's Residence	**Friday November 10, 2017**	
1200-1400	Lunch (Gift Presentations)	0000-2400	Delegation Departure
1400-1415	En route Hotel		
1415-1800	Executive Time		
1800-1900	Closing Ceremony		
1900-2000	Official Dinner		
2000-2100	Cocktail Hour		

3. **Special Instructions:**

• Please provide the following spouse information card (refer to page 3 for template) to the PESCAA Operations Officer, no later than (NLT) 13 October 2017 via email.
• For the planned tours, we will link up at the main lobby of Ritz Carlton NLT 8:45am (0845) to board the buses. Headsets and interpreters will be available on site to those requiring English to Spanish interpretation prior to loading up the buses. Portuguese interpretation is available, as required.
• We highly recommend comfortable walking shoes during the walking/guided tours of the National Mall, the Pentagon, and the Capitol. Group photos are planned during the tour.

**Figure C-1. Conference of American Armies (CAA)
Spouses' Program Special Instructions**

Annex C: Spouses' Program Special Instructions for Conference of American Armies (CAA) Cycle XXXII Commanders' Conference (06-10 November 2017, Washington D.C. USA)

• Please bring a rain jacket/umbrella and cold-weather attire. At the time of the Commanders' Conference, the temperature in Washingtorn D.C. will range from 44°F (6°C) to 60°f (15°C).
• Please be advised that due to space limitations, there will be a "no plus one" guest. The spouse program is limited to the spouses of the Army Commanders and does not include children, LNO spouses, Attache spouses, etc., during the cultural events and social engagements.
• Please have passport available for non- U.S. citizens and valid government identification (ID) for U.S. participants.
• Please advise if anyone has mobility issues or disability requiring special assistance.

4. Dress Code:
• Day 1 (Monday, 6 November): Icebreaker - Cocktail Attire
• Day 2 (Tuesday, 7 November): Walking/ Guided Tour; Pentagon Tour - Casual Attire
• Day 3 (Wednesday, 8 November):
  a) Capitol Tour/ Quarters One Lunch - Casual Attire
  b) Closing Ceremony / Official Dinner - Cocktail Attire
• Day 4 (Thursday, 9 November): Cultural Events - Cocktail Attire
• Day 5 (Friday, 10 November): No requirements

5. Dining Locations:
• Day 1 (Monday, 6 November): Icebreaker - Plaza Ballroom
• Day 2 (Tuesday, 7 November):
  a) Breakfast: Commanders and spouses will eat in the Ambassador Room on the first floor.
  b) Lunch: Pentagon General Officer (GO) Mess
  c) Informal Dinner: Commanders and spouses will eat in the Ambassador Room on the first floor.
• Day 3 (Wednesday, 8 November):
  a) Breakfast: Commanders and spouses will eat in the Ambassador Room on the first floor.
  b) Lunch at the CSA Quarters One
  c) Reception: Foyer (2nd Floor)
  d) Official Dinner: Plaza Ballroom
• Day 4 (Thursday, 9 November):
  a) Breakfast: Commanders and spouses will eat in the Ambassador Room on the first floor.
  b) Lunch: Patton Hall, Fort Myer, Virginia
  c) Informal Dinner: Commanders and spouses will eat in the Ambassador Room on the first floor.
• Day 5 (Friday, 10 November): Breakfast - Commanders and spouses will eat in the Ambassador Room on the first floor.

6. Contact Information: For more information and/or questions you may have about the program events and proposed agenda, please email PESCAA Operations Officer.

Figure C-2. CAA Spouses' Program Special Instructions (continued)

Annex C: Spouses' Program Special Instructions tor Conference of American Armies (CAA) Cycle XXXII Commanders' Conference (06-10 November 2017, Washington D.C. USA)

SPOUSE INFORMATION CARD

1. Please fill out the information card for spouses who will be attending the CAA Cycle XXXII Commanders' Conference 06 - 10 November 2017.

2.Send via email to   **PESCAA Operations Officer**   **NLT 13 October 2017**.

3. This information will be provided to Mrs. Hollyanne Milley (wife to Army Chief of Staff, GEN Mark A. Milley) and Mrs. Donna Stammer (wife to incoming Secretary General to the Conference of the American Armies, MG Mark Stammer).

Full Name: _____

Go by Name: _____

Short Biography (provide a few information about your children, hobbies or special interests, etc.):
_____
_____
_____
_____
_____

Do you speak English (circle one answer: YES   NO

What is your preferred language?_____ Do you require a linguist? YES   NO

Do you have any dietary restrictions (i.e., vegetarian, allergies, etc.)? if the answer is YES, please provide the information below.
_____
_____

Figure C-3. CAA Spouses' Program Special Instructions (continued)

Appendix D

Acronyms

AASA	administrative assistant to the Secretary of the Army
ACOMS	Army commands
ADT	Army drill team
ADVON	advanced echelon
AEA	actual expense allowance
AMC	U.S. Army Materiel Command
ANC	Arlington National Cemetery
ANSI	American National Standards Institute
AR	Army Regulation
ARSOUTH	Army South
ASCC	Army Service component command
AT	airport team
ATO	antiterrorism officer
AV	audio visual
BG	brigadier general
BWI	Baltimore-Washington International Airport
CAA	Conference of American Armies
CALL	Center for Army Lessons Learned
CBP	Customs and Border Protection
CCAA	Commanders' Conference of American Armies
CDR	commander
CID	Criminal Investigation Command
CO	commanding officer
CT3N	countering transregional, transnational threat networks
DA	Department of the Army
DAMO-SSR	Department of the Army, Military Operations, Security Sector Reform
DAS	Director of the Army Staff
DCA	Ronald Reagan Washington National Airport
DCG	deputy commanding general

DOD	Department of Defense
DRU	direct reporting unit
DVD	digital video device
DXA	Deux Alpes Airport
FORSCOM	U.S. Army Forces Command
GB	gigabyte
GHz	gigahertz
GMT	Greenwich Mean Time
GO	general officer
GS	general schedule
HF	high frequency
HQDA	Headquarters, Department of the Army
IAD	Washington Dulles International Airport
ICOSCAA	Integrated Communication and Informatics System of the Conference of American Armies
ID	identification
IT	information technology
JBA	Joint Base Andrews
kbps	kilobits per second
LNO	liaison officer
MAJ	major
Mb	megabyte
MC	master of ceremony
MDW	Military District of Washington
MWAA	Metropolitan Washington Airports Authority
MSC	mission support command
NCA	National Capital Region
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NLT	no later than
OCP	operational camouflage pattern
OIC	officer in charge
O&M	operation and maintenance

OPS	operations
ORF	Official Representation Funds
PESCAA	Permanent Executive Secretariat of the Conference of American Armies
PAO	public affairs office
PAX	passengers/people
PWS	performance work statement
RAM	random access memory
REDCEA	Red de la Conferencia de los Ejércitos Americanos
SAIC	special agent in charge
SECARMY	Secretary of the Army
SES	Senior Executive Service
SGM	sergeant major
SICOCEA	Sistemas Integrados de Comunicaciones de la Conferencia de los Ejércitos Americanos
SOM	scheme of maneuver
SOP	standard operating procedure
TRADOC	U.S. Army Training and Doctrine Command
TSA	Transportation Security Administration
TUS	Tomb of the Unknown Soldier
USA	Under Secretary of the Army
USARC	U.S. Army Reserve Center
VCSA	Vice Chief of Staff, Army
VIP	very important person

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OR SUBMIT AN AFTER ACTION REPORT (AAR)

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Fax: DSN 552-4387; Commercial 913-684-4387

Mailing Address: Center for Army Lessons Learned
ATTN: Chief, Analysis Division
10 Meade Ave., Bldg. 50
Fort Leavenworth, KS 66027-1350

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COMBINED ARMS CENTER (CAC)
Additional Publications and Resources

The CAC home page address is: **http://usacac.army.mil**

Center for Army Leadership (CAL)

CAL plans and programs leadership instruction, doctrine, and research. CAL integrates and synchronizes the Professional Military Education Systems and Civilian Education System. Find CAL products at http://usacac.army.mil/cac2/cal.

Combat Studies Institute (CSI)

CSI is a military history think tank that produces timely and relevant military history and contemporary operational history. Find CSI products at http://usacac.army.mil/cac2/csi/csipubs.asp.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find the doctrinal publications at either the Army Publishing Directorate (APD) at http://www.apd.army.mil or the Central Army Registry (formerly known as the Reimer Digital Library) at http://www.adtdl.army.mil.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G-2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. Find FMSO products at http://fmso.leavenworth.army.mil.

Military Review (MR)

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at http://usacac.army.mil/cac2/militaryreview.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G-2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas.

Capability Development Integration Directorate (CDID)

CDID conducts analysis, experimentation, and integration to identify future requirements and manage current capabilities that enable the Army, as part of the Joint Force, to exercise Mission Command and to operationalize the Human Dimension. Find CDID at http://usacac.army.mil/organizations/mccoe/cdid.

Joint Center for International Security Force Assistance (JCISFA)

JCISFA's mission is to capture and analyze security force assistance (SFA) lessons from contemporary operations to advise combatant commands and military departments on appropriate doctrine; practices; and proven tactics, techniques, and procedures (TTP) to prepare for and conduct SFA missions efficiently. JCISFA was created to institutionalize SFA across DOD and serve as the DOD SFA Center of Excellence. Find JCISFA at https://jcisfa.jcs.mil/Public/Index.aspx.

Support CAC in the exchange of information by telling us about your successes so they may be shared and become Army successes.

CENTER FOR ARMY LESSONS LEARNED

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