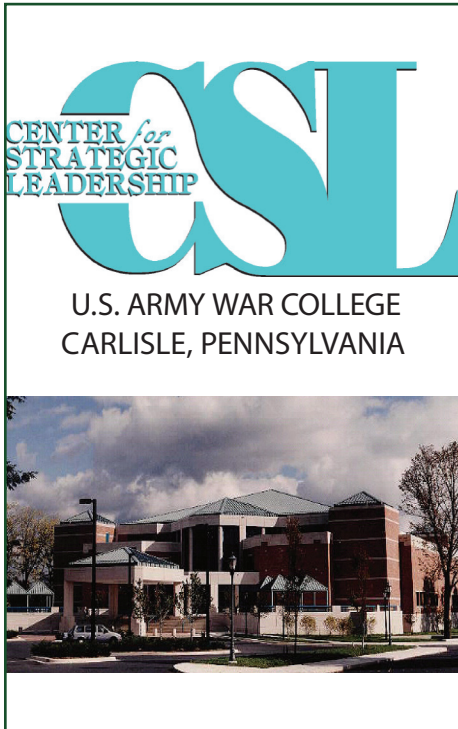


THE COLLINS CENTER UPDATE

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U.S. CENTRAL COMMAND CENTRAL ASIAN STATES DISASTER PREPAREDNESS PROGRAM WORKSHOP

*By Professor B.F. Griffard
National Security Issues Branch*

Upon assuming responsibility for the Central Asian States (CAS) in 2000, the United States Central Command (USCENTCOM) initiated an active strategic cooperation program. Employing the National Guard's State Partnership efforts and an innovative U.S. Army War College (USAWC) Center for Strategic Leadership (CSL)-developed environmental security and disaster response initiative, USCENTCOM rapidly established personal and professional relationships throughout



Uzbek Fire Screen Technology is demonstrated at the Higher Technical School of Fire Safety.

the region. Post-9/11 the importance of these programs to the sustainment of the Global War on Terrorism (GWOT) has grown, and the security cooperation effort in the region has taken on a new focus. USCENTCOM adjusted the scope of the National Guard State Partnership Program (SPP) - International Workshop for Emergency Response (IWER) activities in the CAS to support the Office of the Secretary of Defense's (OSD) security cooperation guidance and the GWOT. The CAS Disaster Preparedness Program (DPP) is focused upon developing procedures and mechanisms between states to prevent, prepare for, respond to, manage, and mitigate the effects of natural and man-made disasters to include acts of terrorism. In order to conserve resources the DPP combined the IWER with the USCENTCOM disaster response/consequence management efforts previously included in the

USCENTCOM/USAWC regional disaster response conferences.

The kick-off conference, the CAS DPP's International Workshop for Emergency Response 2004 (IWER 04), was conducted September 20-24, 2004 in Tashkent, Uzbekistan. This was a U.S. National Guard State Partnership event planned and coordinated by the Louisiana National Guard (LANG) and the Republic of Uzbekistan. CSL collaborated on agenda development and provided a U.S. Workshop Moderator. Participating nations included Kazakhstan, the Kyrgyz Republic, Tajikistan, the United States, and Uzbekistan. Focused on doing, not talking, each workshop day looked at a demonstrated capability.

USCENTCOM has made disaster preparedness the key pillar of its Central Asian security cooperation effort. The USAWC Center for Strategic Leadership has been a partner with USCENTCOM since the start and continues to assist in this key security cooperation program.

Interested in this topic? If so, then go to <http://www.carlisle.army.mil/usacsl/publications/10-04.pdf> for the complete issue paper.

GULF REGION DISASTER RESPONSE PREPAREDNESS CONFERENCE AND MEDICAL WORKSHOP

*By Professor B.F. Griffard
National Security Issues Branch*

Uninterrupted access to and use of critical infrastructure in the Arabian Gulf region are key to the successful prosecution of the Global War on Terror (GWOT). To accomplish this goal the U.S. Central Command (USCENTCOM) and its Gulf Region partners must deny organizations the ability to influence these requirements through terrorism. To facilitate the endstate of uninterrupted access, theater security cooperation initiatives that promote regional collaboration are underway to improve national disaster preparedness capabilities and effective disaster preparedness training with partner nations.

As a result of ongoing world events, interest in regional emergency management, such as consequence management, crisis response, and medical countermeasures,

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has increased. In order to address these issues USCENTCOM sponsored a two-part event, the Gulf Region Disaster Response Preparedness Conference and Medical Workshop, conducted on September 26-29, 2004 in Manama, Bahrain. Hosted by the Bahrain Defence Forces, participants included representatives from Bahrain, Kuwait, Oman, Qatar, UAE, the United States, the Gulf Cooperation Council (GCC) secretariat general, along with observers from Egypt and Jordan.

On September 26, part one, a Medical Surveillance Workshop, looked at enhancing disaster preparedness response and enabling Civil Defense within the Gulf Region with the focus on building a regional baseline of disaster preparedness and medical surveillance capabilities. Part two, the Disaster Preparedness Workshop, took place on September 27-29. It was designed as a response to a USCENTCOM strategy proposal for implementing a Disaster Preparedness Program that supports regional stability and security objectives of the GCC states, Egypt, and Jordan. During the workshop individual work groups explored Executive Level Policy, Regional Resources, Regional Disaster Response Preparedness Capacity Building, and Regional Medical Security Preparedness and Response to Disasters.

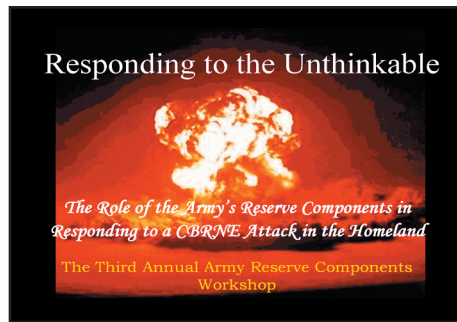
As the third biannual event in the Gulf Region to address civil-military activities to improve host nations' national and regional capabilities to effectively prevent, prepare for, respond to, and/or mitigate the effects of man-made and natural disasters, it successfully built on the outcomes of both the initial 2000 conference in Muscat, Oman, and the 2002 Disaster Response conference in Doha, Qatar. The improved national coordination and information-sharing capabilities identified by the participants demonstrate a commitment to strengthening regional cooperation and coordination capabilities. With the proposed USCENTCOM five-year program, the GCC countries, Egypt, and Jordan have a roadmap for the improvement of regional security and stability.

The complete issue paper on this subject can be found at <http://www.carlisle.army.mil/usacsl/publications/01-05.pdf>.

THIRD ANNUAL USAWC RESERVE COMPONENT WORKSHOP

By *LTC John A. Tanzi*
Department of the Army Support Branch

The U.S. Army War College (USAWC) Center for Strategic Leadership (CSL) conducted the Third Annual Reserve Component Workshop September 28-30, 2004 in the Collins Center at Carlisle



Barracks, Pennsylvania.

The "Responding to the Unthinkable" workshop continued the series initiated to explore issues regarding the Army's Reserve forces and their role in National Security in the 21st century, particularly as portrayed in Army wargames and exercises. This year's workshop represented a narrowing of focus to examine a specific area of significant strategic concern, response to a chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) attack. It also widened the scope to include examining use of forces for requirements that, while they involve the Reserve Component, are not solely Reserve Component centric. As always, the primary purpose of all the workshops in this series is to ensure that Reserve forces are properly portrayed and employed in Department of Defense senior service college curricula, wargames, and exercises.

Many of the world's security specialists believe that it is no longer a question of "if" but rather of "when" terrorists will successfully strike a domestic American target with a weapon of mass destruction. Therefore, using this as the premise, this event's purpose was to explore the roles of Army Active Component and Reserve Component forces, along with local, state, and federal responders to review and discuss their interactions and responses to a CBRNE attack on the territory of the United States. Additionally, participants were asked to examine the appropriateness of a potential expansion of the military's role in the National Response Plan and to look for planning, policy, and procedural improvements that might enhance and synchronize the National Response Plan. The event conducted over the course of three days attracted over 100 participants from numerous local, state, and federal agencies, as well as from the Active Army, Army Reserve, and Army National Guard.

Presentations on the first day addressed existing identified issues surrounding nuclear, "Dirty Bomb," and biological attacks. These briefs set the stage for the following day breakout sessions. On day two, participants were divided into three working groups: Nuclear Attack, "Dirty Bomb" Attack, and Biological Attack. Each working group analyzed the consequence management requirements involved in their

event and to identify the potential military roles and any associated command and control issues therein. On day three, the working groups presented the seven major findings identified during their breakout sessions to a Blue Ribbon panel of flag officers from the National Guard, the Army Reserve, and the Active military as well as senior civilian government leaders.

Relevant recommendations, observations, and findings with respect to the potential military roles in CBRNE response identified by each breakout group will be incorporated into the curriculum and future experiential learning events at the USAWC wherever applicable.

Four Issue Papers were produced as a result of this workshop. One for each of the three discussion groups as well as a comprehensive paper. These can be found at:

<http://www.carlisle.army.mil/usacsl/publications/11-04.pdf>

<http://www.carlisle.army.mil/usacsl/publications/12-04.pdf>

<http://www.carlisle.army.mil/usacsl/publications/13-04.pdf>

<http://www.carlisle.army.mil/usacsl/publications/02-05.pdf>

INTERNATIONAL FELLOWS COALITION BUILDING EXERCISE 2004

By *COL Eugene L. Thompson*
Operations and Gaming Division

The Center for Strategic Leadership conducted the International Fellows Coalition



Building Exercise, 6-7 December 2004. This two-part exercise is a key component of the core curriculum for the International Fellows of the United States Army War College Class of 2005.

The first part of the exercise consisted of an "Oil Pricing Exercise" designed to expose the students to negotiation skills. This prepared the students for the second part, a scenario-driven negotiations exercise focused on coalition building. During this exercise the forty-one International Fellows were divided into eight teams representing the oil pricing boards of two fictional countries and required them to competitively

negotiate prices with a notional third country in an effort to maximize profits.

For the Coalition Building Exercise the fellows were divided into seven teams representing the Ministries of Defense of nations with competing interests in the Caucasus region. A control team provided the scenario drivers and played other regional and international actors.

The exercise, set in 2017, focused on building an international coalition to respond to an unstable situation in the Caucasus Region. During the first half of the exercise the teams had to formulate a strategy to uphold their government's positions and objectives within the region while at the same time maintaining or improving relations with other nations involved in the region.

The second part of the Coalition Building Exercise focused on engaging in negotiations to develop a military coalition to allow the introduction of an international peacekeeping force into the region. The U.S. contribution to the coalition considers the U.S. Army's Future Force concepts, which provides an opportunity to introduce the International Fellows to the principles, capabilities, and implications for the employment of that force.

In addition to the International Fellows and staff of the U.S. Army War College, several outside experts participated in the exercise as mentors for the students. They advised the International Fellows on the politics, militaries, economies, and cultures of the regional actors. These mentors included four retired U.S. ambassadors, a former Deputy Commandant for International Affairs, and military officers from the Joint Staff and Joint Forces Staff College.

UNIFIED QUEST 2005 STAFF PLANNING EXERCISE

*By Professor James Kievit
Department of the Army Support Branch*

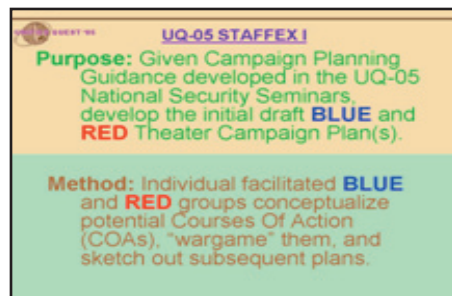
The Center for Strategic Leadership and the U.S. Army War College hosted the UNIFIED QUEST 2005 (UQ-05) initial staff planning exercise (STAFFEX I) from 6-10 December in the Collins Center at Carlisle Barracks.

UNIFIED QUEST, co-sponsored by the Army and U.S. Joint Forces Command (JFCOM), is an annual year-long series of simulations, experiments and seminars focused on military transformation. The UNIFIED QUEST War Game held in late Spring is the capstone event for the series and for the Army's ongoing Future Warfare Studies Program. UQ-05 revisits the scenario used in UNIFIED QUEST 03-04 to permit continued learning and insights into the requirements for and potential capabilities related to preparing and posturing, deploying, and conducting major combat operations in

the 2015 timeframe. As currently planned, UQ-06 will then continue the UQ-05 study by further examining decisive operations, as well as future stability and support operations, and transitions from military to civil control.

STAFFEX I is a critical component of the overall UQ process each year. At STAFFEX I operational and tactical planners for both the RED (enemy) and BLUE (friendly) forces translate strategic guidance developed in the respective National Security Seminars into military concepts of the operation designed to support the accomplishment of designated strategic objectives, enroute to the eventual creation of detailed military theater and tactical plans at STAFFEX II.

STAFFEX I on-site participants were approximately 220 national and international military officers and representatives of other agencies, mentored and assisted by retired Lieutenant Generals Carter, Holder, Schroeder, and McDuffie, retired Brigadier General Hall, and Senior Executive Service representatives Mr. Ozolek and Mr. Hay. Multi-national participants from Australia, Canada, the Netherlands, and the United Kingdom portrayed national foreign mili-



tary planning teams. In addition, STAFFEX I incorporated JFCOM experimentation with distributed participation of a Standing Joint Task Force as well as with a Joint & Interagency Coordination Group.

As previously mentioned, the initial draft planning documents created by the player teams at STAFFEX I will be refined during the UQ-05 STAFFEX II (February 2005) prior to their employment at the UNIFIED QUEST 2005 Operations Workshop and War Game. The Collins Center looks forward to hosting the latter events in April and May, respectively.

Additional information about UNIFIED QUEST may be found at <https://unifiedquest.army.mil/>.

CENTCOM PERCEPTIONS WORKSHOP

*By Professor William Waddell
Command and Control Group*

The Center for Strategic Leadership was selected by the CENTCOM Operations staff to conduct a workshop for

them dealing with real world perception management issues and Information Operations. The CSL hosted the workshop from 19 – 21 Oct 2004 supporting a team from CENTCOM led by COL Tom Harris (USAWC Class of 2003). The workshop focused on how to win the perceptions and information battle, getting "our" story out to target audiences in order to provide a positive perception within the Iraqi population (as well as U.S. and Coalition audiences). Examples include the successes of Civil Affairs operations, good will stories, and putting out positive information concerning issues of interest to all target populations. It was clear by the tenor of the discussions that there were significant challenges in achieving these goals; however, the CENTCOM effort to win the perceptions war was the overriding focus.

In order to provide CENTCOM with a wide variety of expertise, attendees at the workshop included personnel from the State Department; the Office of the Secretary of Defense; the Joint Staff (DDGO and J5); the 1st Information Operations Command and the Joint Information Operations Command; U.S. Special Operations Command; the Army CAC; and the Defense Intelligence Agency. These experts, as well as members of the staff and faculty from the USAWC, spent three days discussing the issues and difficulties, creating and analyzing potential courses of action for the CENTCOM Information Operations team to consider for application in Iraq and Afghanistan. During the workshop the participants were divided into four groups/categories: Information Operations Matrix, Synchronization, Organization and Structure, and Publicity. Each of the four groups provided the plenary group with courses of action for consideration. The CENTCOM staff took these considerations with them as they continue to work to make the perceptions fight a winner for the US. A key point of the workshop was that this issue is larger than DoD, and full success will require actions at the National level as well.

The workshop produced an increased awareness for the members of the perceptions war, and created better working relationships between experts in the field of strategic communications and perception management. These outcomes will further CENTCOM in meeting its objectives. It was recognized that this area of warfare is difficult to define, requiring insight and intelligence, and inspired course of action development to meet the emerging battle requirements. The enemy

in this fight has the perceptions 'high ground'; hopefully, initiatives like this workshop can alter that advantage.

10/80TH BN (CGSC) - GCCS/ JOPES TRAINING

*By Professor William Waddell
Command and Control Group*

The DoD has tasked select members of the 10BN/80th DIV, Maryland Army Reserve, Owings Mill, MD to deploy to Iraq and Afghanistan to teach JOPES planning to the national armies of each nation. In order to prepare for this mission, nine officers attended training and education at CSL focused on JOPES processes and applications.

Professor Bill Waddell conducted the course on 13 November 2004. The course provided background into the existing JOPES processes, covered the recent changes to doctrine covering JOPES planning, and introduced the team to the capabilities of the Global Command and Control System in the planning process. The team will return in the near future to continue their preparation for deployment.

JOINT URBAN OPERATIONS SENSORS S&T WORKSHOP

*By Professor James Kievit
Department of the Army Support Branch*

The Joint Forces Command Joint Experimentation Directorate (JFCOM J9) and the Office of the Deputy Undersecretary of Defense for Science and Technology spon-

sored a Joint Urban Operations Sensors Science and Technology Workshop at the U.S. Army War College Collins Center 26-28 October 2004.

As a companion piece to the Joint Urban Warrior and Urban Resolve experimentation and simulation programs, the JFCOM Joint Urban Operations Sensors S&T Workshop reviewed extent and emerging sensor technologies believed most potentially relevant to Joint Urban Operations (JUO). The overall workshop purpose



was to attempt to answer, via interaction between knowledgeable technologists and experienced urban operations veterans, the question "How well are near-term requirements for sensors suitable to the urban environment being met?"

Following plenary presentations on several of JFCOM's recent JUO initiatives as well as on urban operations' "insights-observed" from recent military opera-

tions in Afghanistan and Iraq, some 60 participants formed three seminar breakout teams. Each team compared sensor capability needs for JUO, derived from a combination of emerging battlefield "Lessons Learned" programs and projected new "Required Operational Capabilities," with a specified sub-set of the extent and emerging near term S&T capabilities that might address JUO sensor needs. Together, the groups considered the complete spectrum of currently identified actual and potential sensor capabilities.

Some key preliminary findings across the workshop groups included a belief that more systems need to be "born urban" rather than subsequently "adapted to urban;" that current sensor capabilities are reasonably suited to finding opposing "platforms", but less suited to other essential urban collection issues; and that in any case conversion of sensor acquired data into "intelligence" and distribution of information remain critical but difficult to accomplish tasks.

JFCOM J9 has plans for up to four more JUO-related workshops, one each focused on the following subject areas: Command, control, and communications; modeling and simulations; training and facilities; and future sensors. The next event, tentatively scheduled for February 2005, perhaps in Washington DC, most likely will consider longer term (2015) JUO sensor S&T developments in the same context (battlefield lessons learned and emerging required operational capabilities) as the recently completed workshop.

Additional information about JFCOM J-9's Joint Urban Warrior program can be found at <http://www.jfcom.mil/about/experiments/juw04.htm>. More information about the Urban Resolve exercise can be found at <http://www.jfcom.mil/about/experiments/uresolve.htm> and <http://www.jfcom.mil/newslink/storyarchive/2004/pal10204.htm>.

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This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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650 Wright Avenue

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