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IMPROVING THE MILITARY'S DOMESTIC CRISIS RESPONSE: LEVERAGING THE RESERVES

Professor Bert B. Tussing

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In July 2006, the Center for Strategic Leadership conducted a symposium examining the role of the military's reserve component in responding to major disaster and catastrophic events in the United States. The objectives of the event were straightforward: to address the military's role in preparing for the next catastrophe; to examine the means of employing the reserve component in that response; and to discuss how to better identify and employ elements of that component. The intent was to look beyond the existing roles of the reserves to the many potential roles that could prove essential in responding to catastrophe.

As a part of the symposium, four "workshops" were convened. A "Command and Control" (C2) group began by reaffirming a need to move beyond C2 to a mindset of "command, control, cooperation and coordination." Participants acknowledged the complexities of work between the federal, state, and local governments—how those differences affected even the military response—and how expectations should be framed more in terms of unity of effort rather than unity of command.

Another workgroup, focusing on identification of reserve component assets available for catastrophic response, noted that most capabilities required for responding to domestic disasters reside within the reserve component. However, simple lack

of awareness, ineffective procedures, policies and regulations, and other obstacles have hindered the commitment of these assets in the past. To correct this condition, the participants suggested an approach analyzing which requirements are most properly served by military response and which of those are most efficiently served by the reserve component, and then ensuring "visibility" of reserve assets available for the tasks.

A workshop dedicated to "leveraging" forces and equipment sought to develop the most efficient means of employing capabilities, once they are identified. This group attempted to identify "gaps, obstacles and conflicts" affecting the employment of these assets, and suggested the organizations to "fix them." Among the existing "gaps and obstacles" they noted were activation policies, implementation guidance for the military's role in the National Response Plan, and the need for a civil-military education initiative for senior officials in state and local government.

A "strategic communications" workshop contended that what we do in response and recovery operations is not enough; how we portray what we are doing, what we intend to do, and what we are capable of doing is also essential. In affecting this portrayal, participants suggested establishing a "strategic communications plan" far in advance of any crisis, conducting and supporting daily briefings, embedding reporters within the ranks of our responders, and other devices designed to convey understanding and retain confidence in the government in times of crisis.

The need to prepare for natural or manmade catastrophes has never been

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more pressing than today. Likewise, the need to employ all of our available assets, as expeditiously and efficiently as possible, has never held greater urgency. This forum reiterated the real and potential value of the reserve component towards these ends.

The complete Issue Paper on this event may be accessed at <http://cbnet/orgs/usacsl/publications/IP07-06.pdf>.

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STRATEGIC COMMUNICATION IN DOMESTIC DISASTERS: THE MILITARY AND THE MEDIA IN AN INTERGOVERNMENTAL ENVIRONMENT

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The United States Army War College's Center for Strategic Leadership, in conjunction with the National Guard Bureau and the United States Army Reserve, conducted a symposium from 11-12 July 2006 entitled Improving the Military's Domestic Crisis Response – Leveraging the Reserves. The format of the symposium provided both plenary panel reports and breakout work groups that focused on specific strategic issues regarding Defense Support to Civil Authorities (DSCA). One of those breakout groups specifically considered recommendations to best enable the military to more effectively and efficiently perform its mission in response to an Incident of National Significance (INS) as part of the national response and recovery efforts, and instill public confidence through Strategic Communication.

According to the Department of Defense's Information Operations Joint Publication 3-13, Strategic Communication is defined as "focused United States Government (USG) efforts to understand and engage key audiences in order to create, strengthen, or preserve condi-

tions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages and products synchronized with the actions of all elements of national power." In its simplest form, strategic communication in disasters and catastrophes serves several purposes: first, and prior to the event, it can serve to manage the expectations of the public regarding the capabilities and potential assistance provided at all levels of government; second, it provides public information prior to and during the event to facilitate the safety and security of U.S. citizens; and finally, it can, if proactively and effectively used in conjunction with visible ongoing relief efforts, serve to increase the credibility of government and serve as a calming influence to the citizenry.

Strategic Communication during disaster response directly supports the ability of the U.S. government and its military to establish a safe and secure environment for our citizens. Accurate public information is critical. Managing expectations and positively influencing perceptions by proactive education and training is equally important. Senior military commanders must provide accurate messages in conjunction with actions and images that instill confidence. In the end, Strategic Communication is commander's business.

A CSL Issue Paper covering this topic may be accessed at <http://cbnet/orgs/usacsl/publications/IP08-06.pdf>.

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BELIZE 2021: ENDS, WAYS, MEANS AND RISK MANAGEMENT

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Initiated by the Government of Belize (GOB), the national security strategy (NSS) formulation process workshop series is a model for drawing on the expertise of a nation's international

partners to create the necessary synergies for success. At the direction of the Belizean National Security Council the Commander, Belize Defence Force (BDF), the GOB's Executive Agent for developing a NSS met with key stakeholders within the government, the private sector and civil society to assess levels of knowledge of the issues, key concerns, and motivations. Based on this assessment, he determined the types of assistance to request from Belize's international partners.

With the approval of the U.S. Embassy Belize, the U.S. Southern Command (USSOUTHCOM) provided workshop design and subject matter experts from the U.S. Army War College's Center for Strategic Leadership. The British High Commissioner coordinated support from the United Kingdom's Ministry of Defence (UK MOD) Security Sector Development Advisory Team.



With the international team formed and in place, planners representing Belize's security organizations and other government agencies reconvened on August 22, 2006 to continue their national security strategy formulation process. Their initial efforts in June 2006 produced the Belize 2021 Vision, its national goals, and identified tiered threats to success that required counter-strategies. This second workshop ranked the national goals, based on the major threats to those goals, into three tiered classifications. This goal/threat prioritization process created three prioritization levels, contributing to a disciplined method for resource allocation. With this information in hand the planners

developed strategic concepts, or narrative statements of what main actions are required to accomplish each goal; and, identified the resources required to execute the strategy.

The Belize NSC and their NSS Executive Agent see their NSS process as a model for other nations in the region to follow, and as a first step towards the eventual development of Regional Security Strategies for both the Central American and Caribbean regions. USSOUTHCOM strongly supports this effort because the development of national security strategies strengthens regional partnerships and enhances hemispheric stability and security. The U.S. Army War College Center for Strategic Leadership and the UK MOD Security Sector Development Advisory Team efforts in support of this theater security cooperation initiative are contributing directly to the professionalization of military and security forces in both Central America and the Caribbean.

A CSL Issue Paper covering this topic may be accessed at <http://cbnet/orgs/usacsl/publications/IP09-06.pdf>.

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PROTEUS: NEW INSIGHTS FOR A NEW AGE

Mr. Bill Waddell and Mr. Bill Wimbish
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The Proteus Management Group (PMG) hosted the first annual Proteus Futures Academic Workshop 22-24 August 06 at the Center for Strategic Leadership, U.S. Army War College at Carlisle Barracks. This workshop was focused on providing scholars from various organizations the opportunity to present papers on topics and issues related to the Proteus Insights that addressed future strategic national security challenges. Workshop participants represented a diverse group consisting of students and faculty from universities, colleges and military service schools; government civilian and military senior leaders, planners and analysts from joint

agencies, the uniformed services and the national intelligence community; former political appointees, and international representatives from Canada and Israel.

This Proteus workshop was the culmination of a year of inaugural activities and centered on scholarly research, study and writing by interested individuals and organizations. The workshop plenary sessions consisted of five different panels to provide a variety of topics for the presenters and panelists to consider. The panels included:

1. Geo-Strategic Policy and Strategy
2. Psychological, Religious, Social and Cultural Complexity in Future Policy and Strategy Formulation
3. Future Strategic and Operational Intelligence Challenges
4. Future Technology
5. Future Modeling, Simulation, and Gaming Technology in Strategic and Operational Analysis, Decision Making, and Experiential Education

Authors who had submitted papers were given the opportunity to explain their theses during panel sessions, and take questions from the other participants. Paper topics included critical infrastructure protection, international relations and policy development, cultural and religious issues, predictive analysis, experiential education and future technology; especially in simulation and gaming. The workshop concluded with a demonstration of the initial version of the "Protean Media Critical Thinking Game," an interactive cognitive Role Playing Simulation (RPS). Additionally, the workshop hosted a number of guest speakers that supported the plenary panel topics, presentations and events.

The ultimate success of this first workshop and other PMG efforts over the past year has sparked new interest from multiple communities and garnered continued sponsorship by DNI's National Intelligence University with the U.S. Army War College continuing to be the hosting organization.

Read an Issue Paper on this topic at <http://cbnet/orgs/usacsl/Publications/IP10-06.pdf>.

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REGIONAL COOPERATION 2006 EXECUTIVE SEMINAR

Professor B. F. Griffard
Operations and Gaming Division

During the period July 23-26, 2006 Professor B.F. Griffard, Center for Strategic Leadership, supported the Commander, U.S. Central Command by facilitating the Regional Cooperation 2006 (RC06) Executive Seminar (ExSem). Conducted in Bishkek, Kyrgyzstan, and chaired by General John P. Abizaid, Commander, U.S. Central Command (USCENTCOM), the ExSem participation was at the Chief of Defense/Ministry of Defense (CHOD/MOD) level to allow the senior national representatives to discuss timely and relevant topics. These topics included the response to and the organizational changes driven by the Pakistan 2005 Earthquake, the Legal Framework of Conducting Disaster Relief Operations, and Regional Cooperation Centers for Disaster Preparedness.

The Regional Cooperation series is a multi-year sequence of symposiums and executive seminars, coordination and crisis response exercises, and computer assisted command post exercises designed to improve interoperability, strengthen relationships, increase knowledge and understanding, and improve the training levels of participating staffs and coordination agencies among the Central and South Asia (CASA) nations. RC06 opened with an academic phase followed by a computer simulated exercise. This phase was concluded with a facilitated after action review. The ExSem was the capstone event of this year's series.

Executive Seminar preparation began on 24 July with Focus Group discussions addressing various regional cooperation issues. Pro-

fessor Griffard facilitated the Disaster Preparedness focus group which included representatives from Kyrgyzstan, Pakistan, USCENTCOM, and U.S. Joint Forces Command (USJFCOM). The key outcome was the identification of a need for more national level interface with the Regional Coordination Center in order to properly portray the national political inputs that must be considered in all crisis situations. This information was taken for action by the USJFCOM Joint Warfighting Center representatives.

The RC06 ExSem provided an excellent forum for an exchange of ideas at the strategic and high operational level for the key Defense officials from the USCENTCOM area of responsibility.



DISASTER PREPAREDNESS IN CENTRAL AND SOUTH ASIA

Professor B.F. Griffard
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Natural and man-made disasters recognize no state borders or boundaries and have regional implications. Recent history in Central and South Asia (CASA) illustrates the need for developing and implementing mechanisms for greater regional cooperation and mutual assistance on disaster preparedness. Over the last few

years CASA nations have cooperated in a variety of multilateral exercises and workshops sponsored by the U.S. Central Command (USCENTCOM). The most recent USCENTCOM Disaster Preparedness conference was hosted by the George C. Marshall European Center for Security Studies (GCMC) in Garmisch-Partenkirchen, Germany September 11-14, 2006. This conference provided a platform for Central and South Asian ministers and senior governmental representatives to examine the importance and benefits of regional disaster preparedness through cooperation and mutual assistance.

This conference provided the environment for an open and frank discussion of the preliminary issues for establishing a regional framework for cooperation in the preparation, mitigation, response to and recovery from natural and man-made disasters. Attendees had a mandate from their governments to develop the groundwork for regional disaster cooperation architecture. Subject-matter expert presentations laid the groundwork for moderated workgroup sessions and workgroup reports back to the plenary. The conference deliverable was an "agreement in principle" establishing a working group for developing and implementing a regional disaster preparedness center as the first tangible step toward a regional

disaster preparedness coordination mechanism.

The participants accomplished this goal and in the process, identified several distinctions as to the character and charter of increased regional cooperation. Although it was agreed that the establishment of a regional center for the CASA countries should be supported, divergences appeared concerning its official title, responsibilities, and scope. To assist in planning and progress coordination, delegates called for the establishment of a shared, web-based portal to promote discussion among the CASA state countries. This portal would contain descriptions of other regional organizations focused on concerns similar to those addressed at the symposium. This portal would ultimately serve as a repository to describe the delegate countries' existing capabilities and share how those capabilities could be strengthened or reinforced in a regional cooperative. It would provide a continual virtual, forum to develop the concepts, promote new ideas, and solidify positions for negotiations to take place during a follow-on forum to be convened on or about June of 2007.

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

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