

WARGAMING

Background

Wargaming is a highly flexible exploratory and assessment methodology that can apply to a broad range of “war” related issues, as well as many outside of “war proper.” Regarding the latter, gaming methodologies have proven particularly useful in addressing the “combat” of fire and rescue operations, and Weapons of Mass Destruction (WMD) incident response. An operational definition of Wargaming is *“the artificial replication of a situation of competition or conflict not involving actual military force that is characterized by human decision-making which impacts the course of events throughout. It revolves around the interaction of two or more opposing forces guided by predetermined objectives, rules, data, and procedures designed to depict an actual or assumed real world situation.”* Wargaming is particularly suitable for

generating, refining, and assessing concepts, plans, issues, and technologies; assessing alternatives (courses of action, etc.); identifying capabilities and deficiencies; replicating conditions difficult to reproduce in peacetime; and reducing surprises.

Key Programs

The Marine Corps Wargaming Program, executed by the Wargaming Division of the Lab, is a comprehensive and innovative effort focused on advanced policy, concept, and operational exploration at several levels: Title X Wargaming, Joint and External gaming efforts, and a broad and diverse array of Service programs. This scope is illustrated in the graphic, and described in more detail below.

Title X Wargaming

Title X Wargaming consists of two broad components. The first is the management, oversight, and assessment of Marine Corps participation in other Service/Combatant



Command/Agency-sponsored Title X War Games. The second is the execution and assessment of the Marine Corps' Title X Wargaming Program, ***Expeditionary Warrior***. Title X War Games generally address future visions and capabilities in the context of core Title X responsibilities of organizing, training, and equipping forces to execute each Service's statutory roles and functions. These programs, sponsored at high levels within each Service, are Joint in the sense of inviting other Service participation, and are expected to have major implications for the future direction and capabilities of the sponsoring Service.

Existing Title X Wargaming Programs sponsored by other Services include the Navy's ***Global Series***, currently comprising distinct sub-components; e.g., ***Unified Course (UC)***, the Army's ***Unified Quest (UQ) Series***, and the Air Force's tandem ***Global Engagement (GE)*** and ***Futures Capabilities Series***. These are large annual events, each with a planning cycle of 8-10 months.

The Title X venue is dynamic in terms of its precise scope and boundaries. For example, Joint Forces Command (JFCOM) has increasingly become involved in traditional Service-centered Title X gaming through co-sponsorship arrangements; e.g., the Army's ***UQ Series*** and Navy's ***UC*** component of the ***Global Series***. Additionally, Special Operations Command (SOCOM) conducts its own wargaming program, and the USMC-JFCOM co-sponsored ***Joint Urban Warrior (JUW)*** is of the scope and visibility of traditional Title X programs.

In June 2002, the Commandant of the Marine Corps officially approved the re-establishment of a Marine Corps Title X Wargaming



Program (in the late-1980s and early-1990s the Marine Corps had pioneered what today is termed "Title X" gaming with the **CMC Policy and Strategy War Game Series**). The new program is designated ***Expeditionary Warrior*** and is designed differently than the other Service's Title X programs. It is intended to provide a highly flexible venue to address issues of pressing concern to the senior leadership of the Marine Corps. These may include near-term issues related to real-world events, as well as future concepts and capabilities – in both cases embracing an expanded view of Title X equities that includes Service roles and functions in addition to the responsibility to organize, train, and equip forces to execute them. As such, ***Expeditionary Warrior (EW)*** comprises a large annual war game supported by a 6-8 month Pathway of planning conferences, seminars, workshops, and other related events; e.g., other Service and Agency Title X war games and conferences as appropriate. The first event in the program, ***EW 03***, was conducted 18-21 November 2002, and focused on USMC-SOCOM interoperability in conducting preemptive operations in the Global War on Terrorism (GWOT) as articulated in the ***National Security Strategy (NSS)*** of September 2002. ***EW 04*** was conducted 26-31 October 2003, and continued and extended the work of ***EW 03*** in exploring the interoperability of USMC and SOCOM forces within the same context of the GWOT and the ***NSS***.

Joint Concept Development and Experimentation (JCDE) War Games



The major Marine Corps JCDE program line – ***Joint Urban Warrior (JUW)*** -- was developed in response to JFCOM's designation as

the DOD Executive Agent for Joint Urban Operations (JUO). Due to the deep well of urban wargaming and experimentation experience in MCWL, Wargaming Division formulated the Joint Urban Warrior (JUW) program concept as the annual USMC contribution to the JUO initiative. To further the Marine Corps contribution to JUO, it was developed as a co-sponsored effort with JFCOM. Two significant events marked the beginning of this program - *Emerald Express 03 and 04-1*. They were designed to establish a foundation or baseline for future *JUW* events from lessons learned in recent operations involving urban warfare - Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF).

External War Games

External war games are a broader and less well-defined aspect of the USMC Wargaming effort. Due to their extensive and ill-defined nature, the Wargaming Division must exercise a selective monitoring and participation responsibility. Among the many examples of these games are Office of the Secretary of Defense (OSD) *Transformation War Game Series*, and relevant gaming efforts of other Services not encompassed by Title X programs. By way of illustration, the former is sponsored by OSD/Net Assessment, OSD/Program, Analysis and Evaluation (PA&E), and the Department of Defense (DOD) Transformation Office, and is focused on testing and understanding the future course of force transformation. Additionally, SOCOM has begun it's own Title X *Future Force Series*.

Marine Corps Wargaming Programs

Marine Corps wargaming programs embrace an extensive category of activities that are

planned and executed by the Wargaming Division. As such, they are Marine Corps efforts even though many include Joint, interagency, and even non-governmental participation.

Experimentation Track Wargaming functions as a means of exploring, vetting, and assessing prior to the commitment of resources. A component of the Lab Innovation and Experimentation (I&E) Process, it occurs at the front-end of an experimentation track in order to assess concepts, issues, etc. that shape the direction of the track as a whole. Examples of experimentation track gaming Include-- the *Urban Warrior, Capable Warrior / Culebra, and Coalition Warrior Series*. Currently, the thrust of this effort is support of the *Concepts and Capabilities Pathway* of the Marine Corps service experimentation program *Sea Viking 04 (CP)*.

The Combating Terrorism Wargaming Program is, though antecedents are evident in several other Wargaming Programs, a direct result of the 11 September 2001 terrorist attacks against the United States. It is broadly intended to examine the many facets of the global war against terrorism as the first 21st Century war.

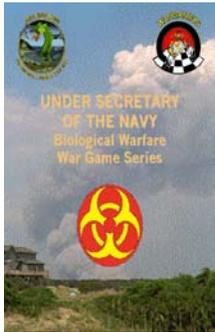
- The first component of this program is *Project Fast Train*, a series of small, fast turn-around “Red Teaming” efforts focused on discrete, near-term problems and issues associated with the war on terrorism. Principal participants are retired General Officers and senior DOD civilians.
- The second component is *Project O'Bannon*, an open-ended effort consisting of war



games, seminars, and workshops. These events are designed to explore the scope and dimensions of global terrorism and address the elements of a global campaign against terrorism, to include operational issues and appropriate technologies. A wide range of military, interagency, and external participants are involved.

The Weapons of Mass Destruction

(WMD) Series has been ongoing since the mid-1990s. Most recent efforts have focused on biological warfare, especially as it relates to domestic terrorism and Homeland Defense.



Additionally, command and control (C2), employment of the Marine Corps Chemical-

Biological Incident Response Force (CBIRF), and Third World nuclear proliferation have been addressed.

Expeditionary/Naval

- **The Tri-Marine Series**, revived in 2001 after a long period of dormancy, is conducted proximate to the annual Trilateral Staff Talks and is expected to continue as an annual effort. The focus is expeditionary operational problems of mutual concern for the U.S. Marine Corps, the Royal Marines, and the Royal Netherlands Marine Corps.
- **The Industry War Game Series** is conducted in conjunction with the National Defense Industrial Association (NDIA). This program helps maintain a dialogue with industry, and facilitates a larger role for industry in Marine Corps events.

- **The Dynamic Decision-Making Series** examines principally non-military organizations to leverage insights into decision-making and command and control issues applicable to the digital, nonlinear battlefield of the 21st Century. Previous organizations studied include the New York Mercantile Exchange (NYMEX), the Federal Aviation Administration (FAA), the Fire Department of New York (FDNY), and Silicon Valley Information Technology (IT) executives. Prior to 11 September, preliminary discussions concerning a project with the NYPD were underway, the future of which is indeterminate at this time.

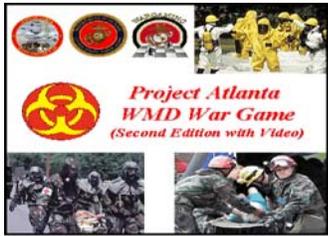
- **The Urban Warfare Wargaming Program** embraces a broad and diverse spectrum of activity that has cut across other Wargaming program lines. These have included Joint Wargaming efforts, the *Urban Warrior* and Project Metropolis experimentation series, Revolution in Military Affairs (RMA), US/UK Urban Non-lethal Weapons Wargaming Program, Project Ellis, Small Wars, and Cultural Intelligence seminars. This effort also integrates with the activities of the National Institute for Urban Search and Rescue (NIUSR), which also ties closely with Homeland Security described in the following paragraph.

- **Homeland Security** focuses on the multifaceted issues of military support to civil authority. Much of the context for this effort has been chemical/biological incident response, particularly in antiterrorism scenarios that potentially involve the Marine



Corps' CBIRF, now part of the 4th MEB (AT). A number of war games have been directed toward this end.

Project Atlanta was a congressionally mandated effort exploring new technologies and critical organizational and command and control issues involved in military support to civil authority. Current efforts include collaboration with the Fire Department of



New York (FDNY) regarding the establishment of a wargaming program to address planning scenarios, course

of action development, and operational decision-making, as well as to make available appropriate Lab technologies to address specific FDNY operational issues. The Homeland Defense effort also supports the HQMC-sponsored **Metropolitan Critical Infrastructure Project**, which addresses



various aspects of military support to civil authority in national security events. To date, war games, or “tabletops,” have been conducted in

New York City with the NYPD, Seattle, and San Francisco, with the next event scheduled for Norfolk in the spring of 2004. **Project NCR (National Capital Region)**, an ongoing program, has examined insights and lessons learned from 11 September 01, and was originally intended to assist the CBIRF in integrating with the NCR, and specifically the Military District of Washington (MDW). Its future direction is ambiguous at this time. The recent establishment of Northern Command and the establishment of a Department of Homeland Security (DHLS)

are likely to generate significant efforts in this arena.

- **Small Wars** provides a venue to examine the aspects and issues associated with that operational area, which has recently loomed larger in importance in light of the Phase IV experiences of Operation Iraqi Freedom (OIF). In 1999, at the direction of the Commandant, a **Small Wars Center for Excellence** was established consisting of a dedicated web site and contractor Subject Matter Expert (SME) and technical support, supplemented when required by matrixed Wargaming Division assets.



A key component of the Small Wars program is the **Cultural Intelligence Seminar (CIS) Series**. Designed to



provide a “missing piece” in military planning, the CIS series focuses on developing a better understanding of cultural issues in

regions where USMC forces may be deployed in Small Wars situations. Non-defense agencies and Non-Governmental Organizations (NGOs) are the primary participant pool, with Marines being the ultimate beneficiaries.



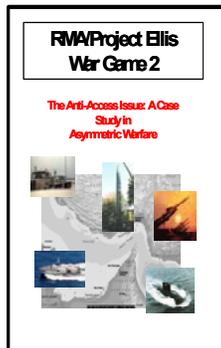
Another vital component of the Small Wars Program is the **Emerald Express Series**. It is designed as a

“lessons learned” venue to garner key insights from actual operations, e.g. the 26th Marine Expeditionary Unit’s (MEU) experiences in Kosovo and Turkey.

As noted earlier, this series has supported the *JUW* Pathway, with Emerald Express 03 and 04-1 examining insights and lessons learned from OIF urban operations.

- **Exploratory/Futures Gaming** is a long-range, open-ended effort to explore future and emerging operational concepts, organizations, technology, and “strategic futures,” among other topics.

The first component of this effort is *Project Ellis*, which examines pivotal shifts in the strategic landscape that may result in major changes to US military strategy and the role of the Marine Corps. Named for Major Pete Ellis, whose identification of the shifting strategic landscape in the Pacific and the corresponding need for distinctive military capabilities had a decisive effect on the outcome of World War II. Project Ellis has examined, through workshops and war games, such issues as changing strategic assumptions, asymmetric warfare, counter anti-access strategies, and the impact of quantum technology shifts.



The second component is the *Revolution in Military Affairs (RMA) Series*, conducted under the aegis of OSD/Net Assessment, and oriented toward issues

of particular interest to the Marine Corps in that context. Conducted since 1995, it has covered an eclectic range of problems and issues to include support to Project Ellis, urban warfare, experimentation assessment, future OMFTS concepts, biological warfare, non-lethal weapons, and, quite significantly, an extensive Information Warfare (IW) effort. Exploiting industry as well as military expertise, the IW effort is directed toward computer network attacks against critical infrastructures.

Current *Project Ellis* and *RMA* efforts are focused on supporting the war on terrorism, more specifically *Project O’ Bannon* and *Expeditionary Warrior*.

