

Editorial Note: Edition 5 – Fall, 2007

*How you think about the future determines what you do in the future –
There's a bad moon on the rise*

Welcome to the first anniversary and overall fifth edition of the website element of Project White Horse 084640. While it seemed most appropriate to modify the planned Summer edition to provide significant focus on the April tragedy at Virginia Tech, this edition is the first to be single context focused – Fourth Generation Warfare (4GW). For readers who may think this means a military or war in Iraq/Afghanistan focus, I ask you to explore further. This edition certainly addresses aspects of today's threat environment related to terrorism and insurgency, but it also is extremely relevant to school security, and overall disaster preparedness and response. It is most assuredly pointed at educators, managers interested in continuity of business, first responders, leaders of all types of organizations, those who are interested in the knowledge base of those running for the presidency of this country, indeed, I suggest, all who want to reside in a self reliant, resilient community.

While all the articles can be placed under the umbrella of a single term, the intent is much broader. It is to provide a unique, and possibly unknown, context as a lens through which to view the problems facing each of us on a daily basis no matter what our preferred medium for world event observation. We do not live in a world environment that allows a single view port such as that of World War II in our fight against the fascist Axis Powers, or the great power contest of democracy vs. communism manifest in the Cold War. Nor does the need for oil, the fight against terrorism, war in Iraq and Afghanistan, or global economy provide sufficient context of this century's problems.

To date, all White Horse offerings, whether by this writer or others, have been intended to present multiple perspectives for your consideration and by way of offering, indicate the need for different, and not necessarily apparent approaches. It has been suggested that the 21st century presents a "long problem set" composed of the combined effects of information technology, globalization, acts of nature, and non-state manifested warfare. While each exists independently with properties of both yin and yang (in each apparent advantage lie the seeds of disadvantage and vice versa - Sun Tzu), when combined, they represent opportunities for both destruction and creation unique to this century.

From the pre-website earliest submittals of draft chapters of the in-work book on crisis decision making, the operational thread has been that events like 9/11, Katrina, attacks on Beslan Middle School and Virginia Tech represent a special category of disaster, the response to which is necessarily different than that to "everyday" accidents, emergencies, and even disastrous events of a predictable (and therefore planned/trained for) nature. Preparation for the latter cases is necessary but not sufficient for the former. Noted, arguably as "worst cases," these occurrences - defined by inconceivability, uncontrollability, and social identification (relevance of suffering of victims to our own experience) - take on, and therefore require a very different perspective.

These extreme outlier occurrences, where infrastructure, communication, planning, trained-for-response, and even availability of expected emergency personnel are rapidly fading images in the rear view mirror, are truly "edge of the envelop" operational situations. When "five" is appended after the terms *level*, *force*, *category*, planning and preparation at lower levels does not migrate or extrapolate upward well. Survival, the necessary defining concept of a **resilient** community, will require that the remnants of the first responder/emergency personnel AND the community – in a non-victim manner – come together to regain situational awareness and act in concert. For this to be possible, pre-event learning and thinking about the "unthinkable" is required.

As a theoretical proposal White Horse has suggested that these type events can be bounded by 1) the nature of worst cases, 2) time criticality and need to regain "relative superiority" over the

environmental situation, whether man or “mother” made, and 3) the need for a decision making process constructed from both the civil incident/unified command structure and an evolving military concept, commander-leader-teams (CLT).

By looking at these “class five catastrophic” events through this Worst Case-Time Critical-CLT triangulation or, if you will, prism, four categories for study are differentiated:

1. Understanding the problem/environment
2. Organizational Response characteristics
3. Decision Making concepts, theories, tools, aids
4. Technology

As stated earlier, the environment aspect has four further elements; IT, Globalization, Mother Nature and Non-state Warfare. Understanding the nature of the problem, i.e., the environment seems a logical place to start to insure all other elements are seen in the correct context. 4GW by its very nature overlaps IT and globalization and can drastically affect capability and ability to respond to major natural disasters. The “lens” of 4GW is offered as allowing special insight into the problems we face, not only abroad in a military or State Department sense, but also at home, important for first responders, business leaders, and citizen alike who require a resilient community in which to thrive.

The authors in their everyday work, through their background, and their writing and publishing over a long period provide very special insight to the nature of fourth generation warfare. Dr. Chet Richards, J Addams and Associates, provides two websites (one on defense issues and the other on business manifestations of the observe orient decide “loop”) devoted to the concepts put forward by Col John Boyd, whose effort underpins much of 4GW thinking. He is the author of Certain to Win and Neither Shall the Sword, both highlighted and recommended on this site. WWW.D-N-I.net is a primary focal point for writers on insurgency, guerrilla warfare, 4GW, and all aspects of John Boyd’s work. He also graciously serves as an advisor to Project White Horse. It is most appropriate that his “Director’s Article” provide the basic definition of 4GW.

Along with Dr. Richards, a Marine and Army officer with combined multiple tours in Iraq, Col G.I. Wilson (USMC, Ret) and LTC Greg Wilcox (USA, Ret) provide a perspective of the war in Iraq in the context of 4GW and with the insight provided by use of the OODA “loop.” John Robb, author of featured book, Brave New War, then takes us into the U.S. urban environment. Here we not only see the potential of terrorist attack, but also elements of 4GW manifest by sophisticated gangs. John Giduck provides Part Two from his lessons from the terrorist attack on Beslan Middle School. Focus here is the type of response necessary by our law enforcement SWAT teams. Col. Wilson combines with Los Angeles Sheriff’s Department Lt. John P. Sullivan, and retired Marine LTC Hal Kempfer, who served as an Emergency Preparedness Liaison Officer (MEPLO) for the western FEMA District, to discuss the information gathering and intelligence needs in an environment of 4GW. They bring extensive background from both a military and public safety perspective. Lt. Sullivan then discusses the specific work of the Los Angeles Terrorism Early Warning Group (TEW). Finally, Frank Borelli, with long time police, military, and law enforcement/special operations technology evaluation experience suggests future manifestations of threats.

In total, these authors offer special insight into the future of world conflict, school security, urban problems, gang warfare, intelligence needs, and necessary operations by our first responder community. I am most proud that these gentlemen allow Project White Horse 084640 to offer the benefit of this level of experience and knowledge to the reader.

How you think about the future determines what you do in the future. I ask you to look at the future through the lens of Fourth Generation Warfare. I suggest you may never see things in the same way again. Creedence had it right: *“There’s a bad moon on the rise”*