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EXECUTIVE SUMMARY OF THE THIRTIETH MEETING
DEPARTMENT OF DEFENSE
THREAT REDUCTION ADVISORY COMMITTEE

OCTOBER 22-23, 2013

Colorado Springs, CO



OVERALL CLASSIFICATION OF THIS DOCUMENT IS: UNCLASSIFIED

OPR: DTRA/J2/5/8R-AC (Advisory Committees and Programs Office)
DATE: December 5, 2013

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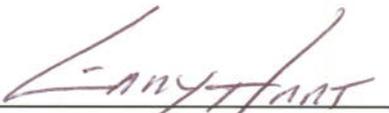
**EXECUTIVE SUMMARY OF THE THIRTIETH MEETING
OF THE
DEPARTMENT OF DEFENSE
THREAT REDUCTION ADVISORY COMMITTEE**

October 22-23, 2013

**United States Northern Command
Colorado Springs, CO**

Certified True and Correct.

APPROVED:



GARY HART
Chairman
Threat Reduction Advisory Committee

OPR: J2/5/8R-AC (Advisory Committees and Programs Office)
DATE: December 5, 2013

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EXECUTIVE SUMMARY

The thirtieth meeting of the Department of Defense (DoD) Threat Reduction Advisory Committee (TRAC) convened October 22-23, 2013 at Colorado Springs, Colorado.

In accordance with Section 10(d) of the Federal Advisory Committee Act, as amended, 5 U.S.C. Appendix and 41 C.F.R. § 102-3.155, it was determined that this meeting of the TRAC concerned classified information and matters covered by 5 U.S.C. § 552b(c)(1) and as such, the meeting was closed to the public. The meeting subject matter involved Secret and Top Secret information directly related to national security issues. Access to such information is limited to personnel with appropriate security clearances and a specific "need to know." Disclosure of the DoD TRAC deliberations would have grave impact on United States (U.S.) National Security; therefore, all activities were withheld in the public interest and was announced in the Federal Register. Appendices A and B list the meeting agenda and attendees.

The majority of the meeting was conducted at a classified level, with appropriate restrictions on recording devices and disposition of notes. This report provides the unclassified notes and proceedings of the briefings as well as members' discussions.

General (GEN) Chuck Jacoby, Commander of U.S. Northern Command (USNORTHCOM) and the North American Aerospace Defense Command (NORAD), and welcomed the attendees. He acknowledged that due to current fiscal issues within the Federal Government, DoD is working to determine the right end strength. However, no matter what the size of DoD, defending the homeland is DoD's number one mission. The expectation is that we will do better post-Katrina and Defense Support to Civil Authority (DSCA) is a key element of our core responsibilities.

Ambassador Lehman welcomed the group and thanked the staff for all preparations for the meeting. He said the TRAC has a lot of work to do. Referring to USNORTHCOM, he said it is clear that this is not your grandfather's USNORTHCOM, things have changed and USNORTHCOM interacts with other Combatant Commands (COCOMs) that do work that we, the TRAC, are very interested in.

Bill Hostyn provided the requisite Designated Federal Officer (DFO) comments to the members and attendees and opened the meeting.

The TRAC received a USNORTHCOM-NORAD Bi-Command brief from GEN Jacoby. He stated that USNORTHCOM-NORAD has a very empowering relationship with Canada. There has been a maturing of the Command's mission over the past 11 years, primarily in the areas of civil support and security cooperation.

GEN Jacoby further stated:

No other command organizes for what the Department would do in the time of a catastrophic event, whether it is a terrorist event or naturally occurring disaster.

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USNORTHCOM is accountable to the Secretary of Defense (SecDef) and President and we are confident in our sovereignty (U.S. & Canada) for our mission – this is unique!

We are integrated with Canada, and they are embedded fully in our staff. On any given day I am just as likely to get a USNORTHCOM brief from a Canadian officer. With the recent stand-up of Special Operations Command Northern Command (SOCNORTH), this will link us into the focused Special Operations Command (SOCOM) mission. The TRAC will be interested in that effort for Weapons of Mass Destruction (WMD). I have Joint Task Forces (JTFs) in “Key Terrain” areas: National Capital Region (NCR), Mexico, Alaska, and the Chemical Biological Radiological Nuclear (CBRN) enterprise.

We are partnered with Mexico, Canada and the Bahamas. We have a strong relationship with the Coast Guard (USCG) – they are in a supporting role. The relationship between U.S. Southern Command (USSOUTHCOM) and USNORTHCOM is strong and cooperative. Puerto Rico and the Virgin Islands are U.S. territories; therefore, they fall in USNORTHCOM’S area of responsibility (AOR). Likewise, SOCNORTH and Special Operations Command Southern Command (SOCSOUTH) are joined at the hip.

There was recent discussion to combine USNORTHCOM and USSOUTHCOM. While this is an attractive idea as a budget-cutting measure, in general it is a bad idea. The missions are VERY different.

GEN Jacoby has been in awe of how resilient our citizens are, in particular in the aftermath of a natural disaster. It is apparent that local and community leaders are motivated and driven to restore their communities to a sense of normalcy and functionality. USNORTHCOM has worked hard to build and mature relationships with State and Local leaders that support the Homeland, it is critical to have these trusted relationships already in place in advance of a catastrophe. Now we need to focus our relationship-building efforts with the communities that support and defend the homeland from weapons of mass destruction (WMD).

GEN Jacoby responded to the question about USNORTHCOM’S relationship with Department of Homeland Security (DHS) as being one with complimentary actions, but not a duplication of efforts. He acknowledges there are gray areas, but we have to be comfortable about gray space. Relationship building is the key to our success. His best relationships are with U.S. Coast Guard (USCG) and Customs and Border Protection.

What concerns the General the most is “Being Late to Need.” USNORTHCOM must be well informed and anticipate where the threats are. The USNORTHCOM J2 has a big job; he must determine the threat to the homeland and be able to communicate to our Nation’s decision makers at a moment’s notice, because any time left over in the decision making process is all about options. Therefore, the COCOM area of depth comes from relationships with the other COCOMs, for example, the technical data that comes from U.S. Strategic Command (USSTRATCOM), and close, continued work with USSOCOM.

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Following this brief, TRAC member HON Joe Benkert reviewed the initial stages of the work that his team, Nuclear Strategic Stability, will accomplish with this effort. He discussed the first draft of the “Terms of Reference.”

Following the review, Lieutenant General (LTG) Frank Kearney (Ret.) joined the meeting via telephone conference and began by outlining the effort of looking at the WMD-Elimination mission.

Under Secretary of Defense (USD) Kendall asked the TRAC to review DoD Counterproliferation (CP) Policy and the WMD-Elimination mission sets. The path forward will be to identify capabilities required by DoD, with an eye toward the Army. This effort will focus on the Elimination mission in order to meet capability shortfalls or requirements identified for the Korean Peninsula. However, the team should look more broadly than just the Elimination mission and consider all aspects CWMD. The team will use the Joint Combined Integrated Development System (JCIDS) parameters of Doctrine, Organization, Training, Leadership and Education, Material, Personnel, and Facilities (DOTLMPF) to communicate observations and potential capability recommendations.

Doctrine: Discussion revolved around the intent to expand the role of the Standing Joint Force Headquarters for Elimination (SJFHQ-E) to SJFHQ-WMD. This is how it is being done today with U.S. Forces Korea, so expanding the role makes sense. However, SJFHQ-E is not resourced properly for its current mission today – the reach back is at Defense Threat Reduction Agency (DTRA).

Organization: The current structure of SJFHQ-E was reviewed. Resourcing the organization properly should be a priority. Aligning the organization similar to the pre-9/11 Joint Special Operations Command (JSOC) would better serve the COCOMs and the Nation.

Additionally, there should be consideration to unify the three commands at DTRA under a single commander – a 3-Star General. This recommendation has been made previously in the 2008 Carter—Joseph report.

GEN Jacoby stated he is working with Admiral McRaven on standing up an organization for the counterterrorism networks in a similar way that is being discussed here.

The TRAC members noted the biggest political implications are scarce resources. The SJFHQ-E looks good on paper but is unable to accomplish its mission because of the lack of resources; it is currently “supported” by DTRA and USSTRATCOM to fill the gaps.

Training: The tasks required are not new, but personnel must be trained to do these tasks in ambiguous environments. If done properly, there is no need to create more Chemical Recon Teams or Detachments. There are enhanced training opportunities at the National Labs and other institutions that should be capitalized on.

Materials: N/A for this effort.

Leadership: Most of this was addressed above in Training. In addition, the team recommends that key billets in COCOMs and Major Commands should be coded with WMD-trained intelligence and combat arms officers.

Personnel: N/A for this effort.

Facilities: Highly recommend using USSOCOM's War-Game Center to look at some of the issues identified to plan for, such as the template or projected WMD storage sites in North Korea.

LTG Kearney wrapped up with a short discussion on viewing the WMD threat. There are opportunities to capitalize on, such as the upcoming Quadrennial Defense Review (QDR) planning scenarios and the analytic agenda – these should include a more robust look at the WMD Threat. The intelligence community should characterize the steady state WMD risk at a level that gains priority in resourcing and fielding solutions to WMD challenges globally.

For the final brief of the day, Deputy Assistant Secretary of Defense (DASD) Rebecca Hersman provided a briefing on the National Defense Strategy for combating WMD (CWMD) via telephone conference. The strategy is about to be signed out by the SecDef and seeks to ensure that the U.S., its allies, and partners are neither attacked nor coerced by actors with WMD. The end states of the strategy are: no new WMD possession, no WMD use, and minimization of effects. The strategy is organized by the WMD Challenge, Priority Objectives, Strategic Approach, and CWMD Activities and Tasks. The emphasis is on early action, shaping the environment, and cooperating with partners.

This strategy will replace the 2006 National Military Strategy for CWMD with defense-level strategy and the traditional eight military mission areas with CWMD Activities and Tasks.

The non-TRAC attendees were dismissed and for the remainder of day one, the TRAC members met separately. They received their annual ethics training via telephone conference from Eric Rishel from the Standards of Conduct Office of the DoD General Counsel office.

The deliberative sessions included discussions on the Cooperative Threat Reduction (CTR) and the Global CWMD Awareness System (GCAS) efforts. These teams recommend additional sessions to complete their work and provide actionable recommendations.

On the second day of the meeting, members attended an Operation NOBLE EAGLE (ONE) Demonstration in the USNORTHCOM-NORAD Operations Center. This session was held at a classified level.

The TRAC members next received a series of classified briefings from the USNORTHCOM and SOCNORTH staff on CWMD Focused Intelligence, CWMD – Defending the Homeland, and CWMD Capabilities related to DSCA.

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Senator Hart closed the meeting by thanking GEN Jacoby and his staff: “We are eternally grateful for all you do to defend our homeland.” He stated that the Committees’ [TRAC’s] door is open – and that the Committee does not want to lose touch with this important COCOM. The Committee can be their mouthpiece. He said it is healthy to get out of Washington, D.C. and come here and interact with the COCOM.

Lt Gen Dubie provided closing remarks on behalf of GEN Jacoby. He stated that it was very important for the USNORTHCOM-NORAD staff to interact with this distinguished Committee. Likewise it is important for USNORTHCOM to show the TRAC how both of their respective missions are intertwined.

In his capacity as DFO, Mr. Hostyn adjourned the committee meeting at 1530 hours, October 23, 2013.

**NOTE: ALL DISCUSSIONS WILL BE CONDUCTED AT THE SECRET
CLASSIFICATION LEVEL**

TUESDAY, October 22, 2013 – Reflects Mountain Standard Time (MST)

0830	Designated Federal Officer Comments	Mr. Hostyn
0845	Introductions/Opening Remarks	SEN Hart/GEN Jacoby
0900	NORTHCOM-NORAD Command Brief	GEN Jacoby
0930	Nuclear Strategic Stability	HON Benkert
1000	BREAK	
1015	WMD-Elimination	LTG Kearney (Ret)
1130	LUNCH	Officer's Club
1300	National Defense Strategy for CWMD/SVTC	Ms. Hersman, OUSD/Policy
1430	BREAK	
1445	Ethics Briefing/TRAC Deliberations:	TRAC Members Only
	Cooperative Threat Reduction	Ms. Hruby/Ms. Vergino
	Strategic CWMD Indications & Warnings	Dr. John
1700	ADJOURN	

**NOTE: ALL DISCUSSIONS WILL BE CONDUCTED AT THE SECRET
CLASSIFICATION LEVEL**

WEDNESDAY, October 23, 2013– Reflects Mountain Standard Time (MST)

0800	Operation Noble Eagle Demonstration	ALL/OPS Center
0930	Light Refreshments	ALL
1000	USNORTHCOM CWMD Focused Intel Brief	Mr. DiSilverio
1145	BREAK	
1200	WORKING LUNCH	
	Colorado National Guard Bureau (NGB)	Brig Gen Byrne
	State Partnership Program	
1300	CWMD – Defending the Homeland	Mr. Nickel
	SOCNORTH	
1400	CWMD Capabilities	Col John Washburn,
	Defense Support to Civil Authorities (DSCA)	Mr. Stephen Cichocki
1500	Wrap-Up	SEN Hart
		MG Luckey
1530	ADJOURN	

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APPENDIX B

30th TRAC PLENARY

October 22-23, 2013

Attendee List

TRAC Members

Mr. Joseph A. Benkert

RADM Kenneth Bernard (Ret)

Dr. Richard A. Falkenrath

Dr. Gwendolyn M. Hall

Senator Gary W. Hart (Ret)

Dr. Jill M. Hruby

Dr. Miriam E. John

Ambassador Robert G. Joseph

LTG Frank Kearney (Ret) (participation via telephone conference)

Dr. Susan J. Koch

Ambassador Ronald F. Lehman, II

Dr. Michael Nacht

Dr. John Reichart

Dr. Jeffrey Starr

Ms. Eileen Vergino

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APPENDIX B

**30th TRAC PLENARY
October 22-23, 2013**

Attendee List

Guests

Ms. Alane Andreozzi
Col Ernie Banks
Mr. Joe Bonnet
Lt Col Woody Boyd
Brig Gen Peter Byrne
Mr. Stephen Cichocki
Col John DeGoes
Lt Gen Mike Dubie
BG Richard Gallant
GEN Charles Jacoby
Col Kevin Kick
MG Charles Luckey
Col Edward McKinzie
RDML Kerry Metz
Mr. Kenneth Myers
Maj Gen Jeff Newell
Mr. Bill O'Donnell
BG Bob Walters
Col John Washburn
LCDR Chuck Webb
Mr. Andy Weber
COL Bob Werthman
CSM Bob Winzenried
Mr. Randy Zeller

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