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Thank you so much, and good morning everybody. I'm pretty impressed that we were able to get everybody out of bed this early in the morning to come and listen to, you know, a simple A10 fighter pilot speak. So, thanks so much for doing that. Ed, great to see you and thanks so much again for all that the Homeland Defense Foundation does to support NORAD and NORTHCOM. They are important to our country. And Don Eddie, I know, is hiding out there somewhere trying to make sure all of this works well. But what a great effort he and his team have put into this making this a successful symposium.

It really is a treat for me to come visit with you and spend some time with you again, and see some familiar faces out here. It's great to see our international partners. We have a number of our civic leaders here that we drug around the country trying to expose them to the important aspects of homeland security and homeland defense. It's great to have them come be a part of this and engage in discussion with all of you. Tom Hall, it's great to see you this morning. Thanks for being with us and bringing the Department here and actively participating in this symposium.

I think before I begin I'd like to try to capture the essence of what NORAD and NORTHCOM is and what they do in a bit of a unique way. We tried to find a way to visually stimulate you about the importance of homeland security and homeland defense in a variety of activities that we are involved in everyday that don't get a lot of publicity, don't get a lot press, but that are critical to the success of our nation's security to ensure that we are prepared for contingencies no matter what. And then I'll spend a little time this morning talking to you a little bit about that collaboration aspect that really is at the heart of this year's symposium. I'll talk a little bit about the international aspects of that, some education opportunities, and then some perception management because I think so much today is important as we see changes in our government. Our partners in Canada have just completed an election and they're transitioning government. It's important that we work collaboratively with our friends in Washington to ensure that they understand the great resources that are available, at least in our case, in the Department of Defense as they apply mass against challenges in the area of homeland defense and homeland security.

So, if I might, I'd like to start out by running a short video. Could I please have that video run? [video]

This was this general in the sixth century that was speaking on homeland defense and homeland security, and he tried to capture why it so important for us to have the force capable and the organizations capable of providing security to the citizens of our nation. And when he was talking about security he said, "by secure, I mean not only the security of the army, but of the cities and the entire country so that people who live there

may not suffer any harm at all from the enemy's forces. But I think he had it right. And I think we saw in that video that it's not so much in our homeland for all of us in the various countries, it's our homelands. It's not so much just protecting us from a military invasion or the use of force by a peer country in our homeland, but it's also about ensuring that those who would use terrorism to effect the decisions of the nation are thwarted. It's those who would try to find a way to work inside the gray area of cyber and challenge our economic systems, our government systems that must be found and deterred and thwarted if necessary. It's also about the other aspects of security that affect our citizens and how are we prepared because our citizens really don't care if it's a hurricane or a flood or an airplane striking towers in New York City. They want to see that the nation is prepared to take care of them when these events occur. And so we have to add an integrated organization, a team that thinks about this everyday, and a team that prepares for the worst, that always questions the way we want to be in the future, not just worried about what we've done in the past.

In the early days of U.S. Northern Command, and Ed knows this, with many scars that are still healing. There was real tension and friction among the various players in this process, to establish turf, to figure out who is in charge and what my role was. In the Department of Homeland Security, twenty-two organizations were pulled together to create this new department. In the Department of Defense, we had unified commands that were dissolved. We stood up new unified commands. We created a marriage, if you will, among organizations that didn't necessarily have a traditional relationship. All of that created tension and challenge and friction and it's taken us really five or six years to build those organizations. Those of you in industry know that it's hard to start up a business entity today and have it be productive tomorrow. It's got to grow, and build, and create the teamwork that is necessary to be effective. And that is very, very true for us in the homeland.

So, collaboration, coordination, communication, integration, planning among agencies that don't traditionally work together in a planned construct; all of those things are so critical and so important. That's why we have worked hard at this process of the integrative collaborative effort over the last six years. And I think today we can say we've actually been pretty successful at growing the kinds of teams and creating the mandates from government that enable the funding and the support from our institutions of government, our leadership in Washington for communication of NORAD and NORTHCOM.

The core topic of this symposium is really what will make us successful in the future. It's about collaboration that we have to have. Now, I think we've done pretty well on that. You know, I'd be happy to toot our horn a little bit with some of the things that have occurred over the last couple of years that I think demonstrate why we're beginning to see mature organizations really succeed. And that's not to say that we don't have work ahead of us. And I'll talk about some of the challenges that are still out in front of us a little later in my comments. But let me talk a little bit about just the last twelve months.

About this time last year, I was headed to Canada. I was going to visit our NORAD air defenders who are in a place called Inuvik, which, for those of you that know Canada, is just about as far north as you can get in the far Northwest Territory. We have Canadian F-18s that routinely deploy there to sit our NORAD alert. We stopped in the Cold Lake and being a good fighter pilot I wanted to jump in an airplane. So I was going to jump in an F-18 and fly to Inuvik, and we got a call on the way up that in the San Diego County some fires were burning and there was a lot of acreage being consumed but right now the winds were staying low. We thought we could manage that. Literally by the time I landed and walked to the squadron to again do some life-support training and fly the next day, we got phone calls that the winds had begun to gust at 70 and 80 and 100 miles an hour and that Santa Ana effect was creating a cell break in the fire system out there. The fires out there were approaching catastrophic effect. We returned back here to Colorado Springs and at the same time we began moving mobile airborne, modular air and firefighting systems out to California in training status so that they could be there and be prepared should California need that. We mobilized twelve medium and heavy lift helicopters to be prepared to provide support there. And that all happened within about 36 hours. It was really a monumental effort. The result of course, certainly was a great deal of devastation but we were able to make a contribution, a significant one in some areas, to the preservation of life and limb and partnering with CAL FIRES and our friends in FEMA and with the state of California as an emergency management community. I think we were pretty successful and certainly I felt good about that. But when the leaders of the state governments come back and tell you how much they appreciate your participation and your actions to help save life and limb in their states, that's what measures success.

Fast forward, this year, we traditionally have a wildfire season that begins in the northern part of California. This year, again, very significant differences. And we've had more fires going this year. In fact, at one point over 2,000 fires were burning simultaneously in areas that were, really not accessible by traditional firefighting means. Again, we put together a deployable task force, our eight MAFFS equipment plus additional helicopters moved down and flew over 470 sorties to support that. Combined with a great presence by the National Guard, we were able to make a substantial contribution. And again, not an argument over command and control, not an arguing about who was in charge but how does this collaborative team work together; really, really a good news story.

We're approaching the final days of our election and we will change governments. But a few months ago we hosted here at Colorado the Democratic National Convention and in Minnesota, the Republican National Convention, in a homeland defense and security role. We provided a small joint task force to both Minneapolis and to Denver to be there to prepare for and respond to anything that might happen that was not supposed to at party conventions. And so about, probably over a thousand or so active Reserve and Guardsmen under a dual status command were present to ensure that the support needed for successful conventions in both of those locations was available and they did a great job. So I'm really pleased with the work there.

And then of course we all know hurricane season comes and goes each year. And we have to be prepared. Tim Keating, my predecessor had the tough challenge of the Katrina event and that has driven a planning process, an integrated planning process, in our nation that is really unprecedented. And today we have the ability to plan among the variety of support activities that are there to help support our nation, to understand where there are gaps in each of our ten FEMA regions, to have resources put in place and available to us each year. The Secretary of Defense has given me access to over 11,000 military personnel to be able to respond to a variety of events that may occur in the course of hurricane and fire season. And we were put to the test. Fortunately, the two hurricanes of most significance, Gustav and Ike, did not create the damage that at least was projected. But if you look at the flow of events through the life-cycle of each of those they went up as much as a CAT-IV hurricane back down to the shore on a little bit smaller scale. But both were equally potentially devastating both to the New Orleans area and to the Galveston area. In each case, we were there before the event. In each case, we had support from the nation to put a collaborative team in on the ground, pre-landfall that ensure that we could assist the states of Louisiana, Mississippi and Texas as they prepared for what at least looked to be a near catastrophic event.

Again, success is not something you get a lot of headlines for nor are we searching. But in the case of Gustav, nearly 800 special needs medical patients were evacuated out of harms way ahead of landfall. That kind of an effort didn't occur before Katrina. Katrina we threw mass against the problem. 72,000 military members were deployed there after the event. In Gustav and Ike, a few thousand were deployed before. About 15,000 were available after, but that pre-event planning, that understanding of integration of capabilities of those players allowed us to not just throw a mass at the problem but rather put precision against the problem. And that's the nature of working in the homeland. It's not a mass against the problem challenge, it is the ability to put the right kind of defense or FEMA or private sector support against a challenge in a community so that citizens of that community are well cared for. And I think again, the results turned out well. While there was certainly loss of property in both of those events and some of the devastation of Galveston certainly is significant, the great story here is that there was very small loss of life and injury that occurred. The great effort was characterized by the best integrated search and rescue truly integrating all sectors of the government that we've ever seen before.

So, I think we have had some great successes in our NORTHCOM Homeland Security role, but we have to not sit on those laurels and assume that homeland defense of lesser importance. And one of the very interesting things that the early planners decided to take was to look at U.S. Space and NORAD and then create US Northern Command and then marry them together. I would hope that they had this vision when they began because the synergy that has been created by this now continuum of effort from warning to consequence management is what this nation deserves and is maybe one of the best examples anywhere in the world.

I'll be eager as we continue to go through the week and participate in a number of discussions with many of our international friends, to talk about how the model we have

could apply or the unique nature of their circumstances and how we could modify and assist each other to create a model force in their countries. But we have created a true team effort. NORAD, as you know, for 50 years has been standing a stalwart mission of warning and detecting threats from peer competitors and truly from the Russians and the Soviet Union and the Warsaw Pact as its principal mission and has been a hugely successful bi-national relationship to make that work.

Some would argue that after the Cold War that NORAD role was diminishing. In fact, many of us still suffer with that peace dividend, if you will, that was claimed after that end of the Cold War. And truly some of the decisions we made after that Cold War ended are effectiveness today. What we found though, is that we have to maintain a strong defensive capability against potential peer competitors. In fact, we need to expand them. And so, as we've seen NORAD go through its 50 year history, we have seen it go from strictly air defense to space warning, to missile warning, to now maritime warning. A new mission added just two years ago. So you see, capturing that mission statement for this bi-national command, a set of tasks that ensures that the nation is monitoring and warned of any potential threats that could affect us. Equally important in this homeland defense role is our partnership with the Department of Homeland Security in terms of what to do about warning in the maritime domain or in our air space system. NORAD today spends as much time looking inside the borders of our two nations as it does outside the borders. We saw in that video the picture of what happens if you're not observant and vigilant and alert and prepared to respond. And today, I can tell you that as we sit here today, those 7,500 or 8,000 commercial and private flights that are out there running around in our national aerospace system everyday are being monitored in a way that we can respond to them very quickly with fighters in a variety of places around both our of two nations, the U.S. and Canada, and we can give a level of assurance to our citizens and our leadership that we are able to hopefully defend that same picture that you saw.

So warning requires an integrated team. Action requires a national effort. If you separate those somehow, you lose the ability to operate effectively in a OODA Loop, if you will, or a decision cycle where our enemies can move faster than governments can. If you look at all the attributes of a terrorist organization, and when they can be successful, they are finding that they are able to move faster than that decision loop that the governments initiate. So we have to accelerate that process. And one of the ways we have done that is to make the missions of warning and deterrence integrate into missions of response and consequence management. So this team that we've created is, I think, one that is a great model. I don't think we can anymore in the future consider a separate entity that would be NORAD and NORTHCOM and they each do their own thing. General Eberhart began by integrating the staffs of many of the directorates. Today we are almost totally integrated across our staffs. And we find that while that is certainly helpful sufficiency, it really helps us at our integration and planning efforts and coordination, and timeliness for execution. So I've been very pleased with the progress we've made over these last two years.

I talked a little bit about forces earlier in my comments and I wanted to spend a minute highlighting another new element of our NORTHCOM team. When the commands were being begun, there were really no forces assigned at all. NORAD certainly had its air defense capabilities available. But NORTHCOM had no forces. And the notion was that you could somehow go out and reach to the services as an event was occurring and you would pull the forces in that would be necessary. Well that model OODA showed itself during Katrina to have a flaw. Because if you wait for an event to occur and then you say I need forces to come and help me in the consequence management of that event, those forces aren't prepared, they're not trained; they may not be equipped the way we want. There is no command structure established. There is no way to integrate those with the national effort in a way that is truly effective. And so as I said earlier, it's throwing mass against a problem. And mass can be effective. Mass can be helpful but it may not be the best use of the nation's tools. And so, over the last few years, we have slowly built some momentum within the Department of the Defense to have approval of a yearly force assignment, if you will, apportionment that is made available to us for consequence management forces. And as I said this year, we have over 11,000 military men and women who were identified at the beginning of what I'll call our event season, hurricane, fires, etcetera, tornadoes and the like. We have units and forces in that package that are unique to the kinds of missions that we would need medical, logistics, helicopters, search and rescue, those kinds of capabilities that are effective in both pre-event and post-event support. That number grew from about 7,000 early to about 11,000 today. Hopefully we'll get it to grow a little bit more. Those aren't forces that I can take away and keep forever. Those are forces that are given to me for a period of time. We train them. We integrate with them. We use them and we give them back. That has been very effective to help us in that consequence management piece for smaller events.

But what if a weapon of mass destruction is used in our country? What if that terrorist organization that we watch everyday somehow is successful in operating in the gaps and seams among all the security measures the nations have in places of nuclear weapon in one of our cities. The size of that, again, would be so significant that small forces, that niche force, will not be able to deal with. And so over the last few years we've been building a concept that has a funny name. We call it CCMRF. It's chemical, nuclear, biological, and radiological consequence management force. By the way, I'd be happy to have anybody suggest a new name for this thing.

And finally, this year we have the funding and the assignment of forces to do that. We trained, and equipped and integrated a, I call it a brigade size force. It is about 4,600 or 4,700 soldiers, sailors, airmen, marine, coast guardsmen who are pulled together. They are task trained specifically to respond to a catastrophic WMD event. Those are assigned to NORTHCOM. And so today we have a different element in our command structure. We have forces assigned to us that I can direct, I can move, I have control over on a day-to-day basis. But I also have a responsibility to ensure that they are trained and equipped and prepared for and able to move to one of these events. That's a huge positive for our nation and I'm very pleased with that. We'll continue to grow two more of those forces.

Now there are some out there who will say oh this is a conspiracy theory, if you will, that somehow these forces are going to be used to quell insurrection or would be used to impinge upon the authorities of the governor or local law enforcement. That is absolutely not the concept. These forces are again organized, trained and equipped to be able to go in and assist in an event that is of such a scale that local and even initial federal forces first responders are not able to manage. And then stay there as long as it takes in order to help bring that consequence back to a more manageable size for the local authorities and then pack up and go home in that regard. So I think this is a very positive aspect or positive development for our nation. I'm pleased that we have the first force in position and assigned and ready to go. The second, and by the way this first force is predominantly an active duty force. The second one we will build this year will be a reserve component force predominantly led by the National Guard. And that too is a discord that as we marry the capabilities of the Guard and Reserve under unified effort across the country. So these are real positives as we create this new capability and I'm very pleased with that.

I talked about the future and some things that we continue to work. I'll talk what I'll call near-term future here. I think I've got about ten minutes left on my little beeper timer here. Pam is it going to explode if I get going too long. It will. Okay. I'd better keep on schedule. You never mess with the University Chancellor. She by god likes to start and stop on time and you don't want to mess with the law [laughter].

But let me talk about this marriage of defense and security and how we're putting it in practical use every day. Part of homeland security is through the Coast Guard and its long had the mission of port security. We have the mission of maritime warning and homeland defense in the international maritime environment. But I don't know where you draw the line between those two. They can ebb and flow in and out each others territory, if you will. So we've done the opposite. We've said let's move this together. Let's collaborate. And so, we've had a chance to get out and visit now with eight of the seventeen major ports in our nation. We collaborate with Admiral Thad Allen, and the Coast Guard on a variety of port security measures. We are taking advantage of the Navy's anti-mining or mining counter metrics capability to survey ports and understand what's on the bottom. We collaborate with the joint IED organization, the Improvised Explosive Device organization, to understand how a maritime IED could be formed and try to determine where these things might be hidden or placed in a harbor that would have an effect. We do that collaboratively with our Coast Guard friends. We've cosponsored a number of joint maritime domain awareness initiatives; a joint capabilities demonstration, so that we can understand what technologies work well to provide the best security for our ports. And then we exercise on a routine basis to ensure that we can identify potential threats and then if, at arms lengths if you will, at distance if you can, collaborate with the Coast Guard, the Navy, the Canadians on methods to interdict those threats at sea.

One of the initiatives that I'm really pleased with going well is the container security mission. Now there is a lot of concern in days gone by that we have millions of

containers that move around the world everyday and in fact maybe its 200 million that are moving at any given time. It is certainly a lot. How do we know what's in each of those? Well difficult to have inspections done at overseas ports as they come in. But certainly we've made great progress at inspecting the containers as they come into our ports. And certainly, we've made great progress in our intelligence infusion to understand where there maybe someone attempting to place cargo that is illegal and certainly maybe potentially dangerous in containers around the world. And we can see the success of that in many of the counter narcotics operations. I've been really pleased that our friends in Mexico are here today and would taut the success of some container security initiatives in Mexico that have found large quantities of narcotics moving in traditional shipping containers and interdicted that before it could be broken down, dispersed and come over small land routes to go into the drug market. But that kind of collaboration has to be done on a broader level and we work with our friends in Canada everyday on similar initiatives to identify, who are the people and the networks out there that would trade as a means to move illicit travel and then find those containers and begin to interdict them. The container initiative here in the states has really done a great job. Right now, I think in the large numbers, we're well over 85 or 86 percent of those containers coming into the U.S. But there is a deterrent value with that as well because if people know you are going to inspect them, they may be less likely to use that method as a means of movement.

In the maritime area, it's also difficult to know whose moving about in the oceans. And we've partnered with the Coast Guard, DHS to take advantage of the advanced information systems that are out there available to us so that we get advance notice of ships arriving into our ports. We know their voyage history. We know their crew makeup and everyday I monitor the fact that the Coast Guard is boarding a vessel in the port to ensure that a person of interest or at least the cargo is looked at before it enters into our borders.

We've had great success with our partners in industry who are also interested in and have a real vested equity in security of maritime environment for commerce. All of this requires a team, a federal, state, local and private entities to be effective. And I'm pleased to say that we're actively engaged with each of those partners.

Though we've got more to do. Today, that advanced notice of support only applies to some who is greater than 300 tons. As a vessel, that's a pretty big vessel and we want to make sure we expand that to much smaller ways and that's going to take partnership with industry as well.

I talked about narcotics. That truly is both a homeland security and a homeland defense issue. We work very collaboratively with our friends in SOUTHCOM, collaborate together in JIATF-South. We have our Joint Task Force North which operates along the southwest border. They importantly collaborate with both Canada and Mexico so that we can share information on the use of the variety of drug routes by cartels in South America and others to move these cargos into our country. Everyday we expand that information sharing. We just participated in a great interchange in

Mexico in information sharing and look to continue more and more of those kinds of opportunities. Because information empowers all of us to be more successful. We have that same information sharing arrangement with our law enforcement officials and we share with them the same kinds of counter terrorism information that we look at everyday whether it's a small cell in the Fatah region of Pakistan that's tied through a network to some potential want to be here in our country or it is a small drug importer in Africa who has ties to al Qaeda. All that information is important to build the aggregate of networks that we deal with everyday. And so we're working collaboratively with each of them to ensure the information used to empower those law enforcement organizations to do what they must do for our nation to be better protected.

Now all of this also requires a team that goes outside governmental authorities. The private sector has a huge role in our homeland defense, in our homeland security and certainly support in after disaster strikes. Organizations like BENS and others have been at the forefront integrating private sector efforts to support local, and state, and federal enforcement and response agencies. We continue to work with the Red Cross. Within that are private organizations like Wal-Mart, Home Depot, and Federal Express. All those entities are knitted together in a way that allows us to have an understanding of how we provide support when disaster strikes. BENS and FEMA have worked together on a great tool called AidMatrix which allows private sector individuals to then funnel money and goods and volunteers into a response area and it's a great way to provide in military terms a common operating picture; but one that has captured the civilians and the individuals who are likely to respond. So these collaborative tools are things that we are actively partnering with and have great confidence in their ability to succeed.

But the other area where private sector can help us is in this concept of resilience. Resilience means that you're really ready to handle any unpredictable stress or disaster. And that has to start in the home as well as being carried out in industry. We're partnering with a number of organizations on home preparedness plans, we co-authored with FEMA a great tool for a 72 hour sort of home survival guide, if you will, that tells you what to take before you evacuate and what to have after you leave. Those kinds of resilience tools allow us to respond more rapidly when an event strikes in the homeland whether it is a terrorist attack or a hurricane.

Finally, we are collaborating with our friends in the Department of Homeland Security on an interagency planning tool that I think is really setting the standard for governments to drive the interagency to collaborate in a planning process that ensures that we look at the challenges of each of our potential threats of terrorism, peer threat, weapon of mass destruction, natural event. And we've built the planning process in a way that allows us to understand ahead of the event who will be doing what. Who will be responding and what capability will they bring. Because in the end, none of us are in charge of any those events. All of us have a vested interest in defending and protecting and securing the communities of our nation. All of us have to be prepared. If we can't plan for that ahead of time, we will not be successful.

Well that integration is really what this conference is all about and it's been a real treat for me to come share a few moments with you. I see the red light just went on. So I'm closing now. But to capture some of the events that we've seen over the last year and to put some thoughts out there for both industry and private sector organizations as well as governments and other nations to consider.

I look forward to a great rest of the week and I'll see many of you through further discussions today. Thank you very much.