

NCLT Trip Report

National Civic Leaders Tour (NCLT)
US Northern Command
March 20-23, 2006

Gordon Aoyagi, Director
Montgomery County, Maryland

Tour involved: US Northern Command and NORAD Headquarters, Peterson AFB, Colorado Springs, Colorado; US Army Corp of Engineers, New Orleans, LA; Kessler AFB, Mississippi; First Air Force, Tyndall AFB, Panama City, Florida; US Army North, Fort Sam Houston, San Antonio, Texas; Joint Task Force North, Fort Bliss, El Paso, Texas.

TRIP REPORT: NATIONAL CIVIC LEADER TOUR
MARCH 20-23
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Homeland Security Director
Montgomery County, Maryland

Impressions/Lessons Learned

1. The National Civic Leaders Tour was of great value, informative, educational and substantive.
2. Admiral Keating, LTG Inge, MG Gould, MG Mayes, LTG Clark, BG Riojas – all spent a great deal of time with the tour members. Their presentations were very informative about organization structure, mission and operations. They were all candid and responsive to questions asked. All questions were fielded with earnestness and directness. All were very impressive leaders. The transparency afforded us reflected their commitment to homeland defense and displayed the pride, professionalism and enthusiasm that these leaders have in how they have organized the joint forces command to be responsive to the circumstances and requirements of securing our homeland. They expressed a sophisticated and comprehensive understanding and commitment to support local and state government requirements during disasters. I truly appreciated their time, their commitment to our understanding of what we saw and heard and their dedication to our nation's protection.
3. The pre-orientation briefing provided by MG Swan regarding US Northern Command and transformational organization of military was extremely helpful in preparing NCR representatives for the tour. With the background information provided, our discussions with command officers as part of the tour were more meaningful and promoted specific understanding of how military support will be provided to local and state civil authorities.
4. We can all take pride in the men and women in our military services. Those we had the opportunity to encounter were bright, dedicated, enthusiastic, and very well motivated, equipped, trained and led. Both Admiral Keating and MG Swan advised us as we began the tour that we would have great appreciation for the men and women of the military services for making it all work. Their comments were insightful, predictive and affirming.
5. The inter-service collaboration, cooperation and integration that we observed and this occurring within the military services were truly seamless. The matrix organizational approach to applying the appropriate resources, expertise and information delivery systems to achieve the mission was enlightening to one who is a student of public administration. I personally and professionally benefited from the discussions and observations of strategic planning, organizational structure, leadership and change management. This exposure will enhance my perspectives and capabilities as an emergency manager.
6. Significant “take aways” from the tour:

- Leadership – shared vision, mission focus, cross boundary capabilities and integrated support could not be accomplished without the quality of leaders we are fortunate to have.
 - Unity of effort – commitment observed to unity of effort at all level of US Northern Command was very reassuring.
 - Commitment to mutual success – best summed up by a quote, I believe, from Admiral Keating that is paraphrased as follows: Our mission is to work towards the successful outcomes needed by local and state authorities during significant disasters and not to rescue them from failure.
 - Confidence in military support and response – the NCR will be supported by General Swan and the NCR Joint Task Force and US Northern Command during times of emergencies. Admiral Keating and General Swan provide outstanding leadership and direction. Their commitment to unity of effort and understanding of the sovereignty of states and local government enhance the relationship, mutual reliance and mutual support. I am confident that the appropriate military support will be available when needed in the NCR.
7. Viewing the means by which US Northern Command achieves the “common operating picture” and “concept of operations” among its geographically separated and integrated service branch Joint Task Forces was very enlightening. This is one of key transferables from the military to emergency management in the NCR. Consideration in the NCR should be given to spending more time in developing, discussing and applying these concepts jointly – between NCR Joint Task Force and NCR partners - during major disasters.
8. The US Northern Command common reporting formats were helpful. NCR work should focus on developing standardized reporting formats to help establish a common operating picture among all partners.
9. Many of the communities visited had well organized Military Relations Committees as part of local Chambers of Commerce. Consideration should be given in the NCR to not view the military presence as merely the Pentagon, as an institution, but rather to focus on the military bases within our communities as partners with significant impact on the quality of life and economic health of our communities. Accordingly support programs and activities could be locally promoted that benefit the men and women who serve on these bases. Consideration should be given to promote Military Relations Committees in our chambers/boards of trade.
10. National Leaders Tour – Logistics and Operations
- The planning and logistics for the tour were excellent. Transportation, meals, lodging and activities were well planned. The sites visited all promoted a deep understanding of the operations of US Northern Command. Staff assigned to the tour was attentive to our needs, supportive, responsive and fun.

- Many of the presenters used power points as part of their presentations. To the extent possible, consideration should be given to including such power points as part of the notebook distributed to participants. This would help in understanding the presentations as “read ahead” and promote opportunities for questions or more discussion.

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US Northern Command and North American Aerospace Defense Command – March 20

NORAD

Admiral Keating – Joint Command of US North and NORAD

NORAD includes US and Canada

Commander appointed by Secretary of Defense; Bi-national joint command

Area of operations can overlap other areas of combat command

Mission – to detect, characterize and warn; to provide air and missile attack assessment

Aerospace control: air sovereignty and air defense

Rules of engagement

Domestic event network; includes FAA headquarters in radio communications

Early detection notification

Coordination with FEM for notification to States and local government

Layered defense

Detect, track, visual identification, visual warning, intercept, engage

Noble Eagle

Air patrol and response

NCR – has integrated air defense

Supports and provides air support for President

Special events

US NORTHERN COMMAND

LT Gen Ing – Deputy Commander

Created in early 2002 and activated operations in October 2002

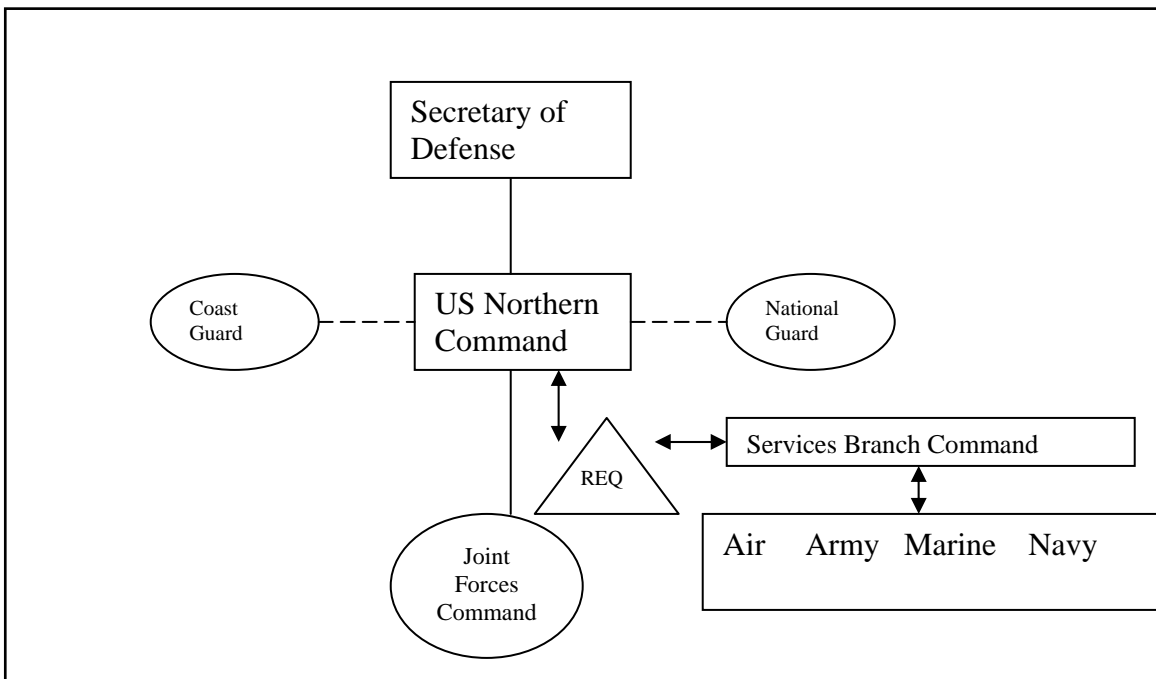
Regional Combatant Commands of US Northern Command - Operational in nature

JTTF – Alaska

Civil Support – Fort Monroe (CBRNE)

JTTF – NCR

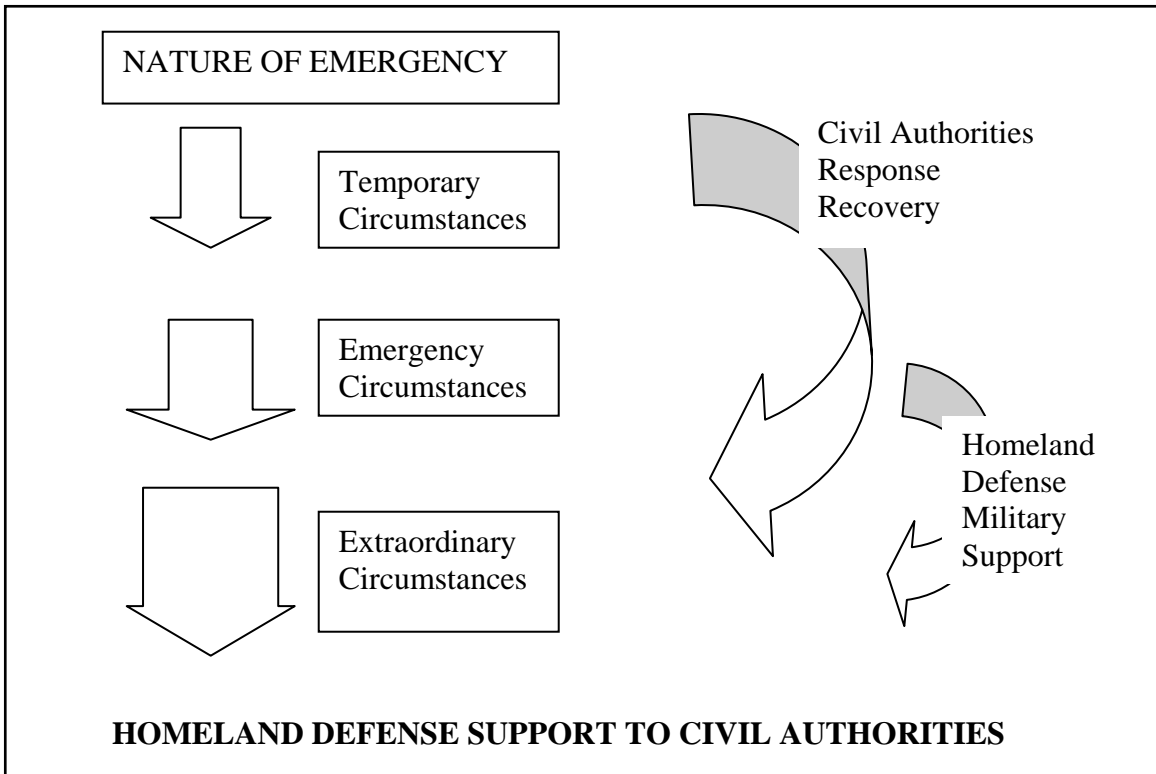
Cheyenne Mt.



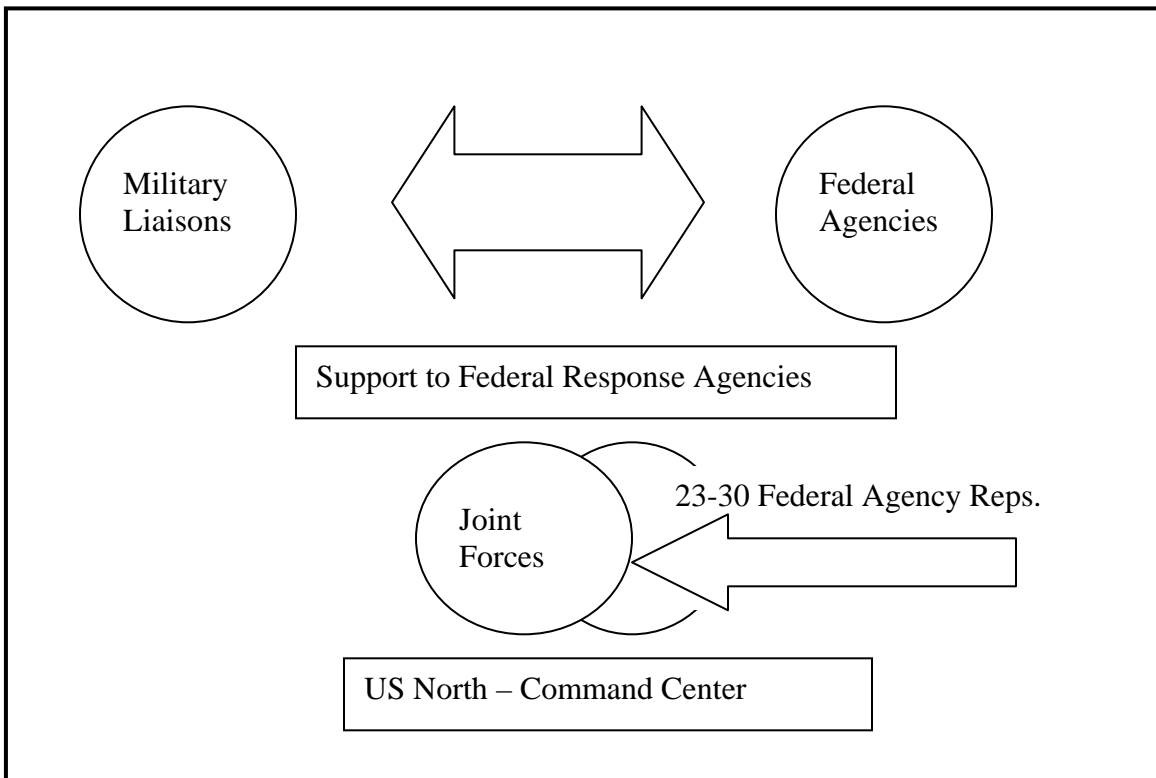
Mission

Deter, prevent and protect

Provide support to civil authorities

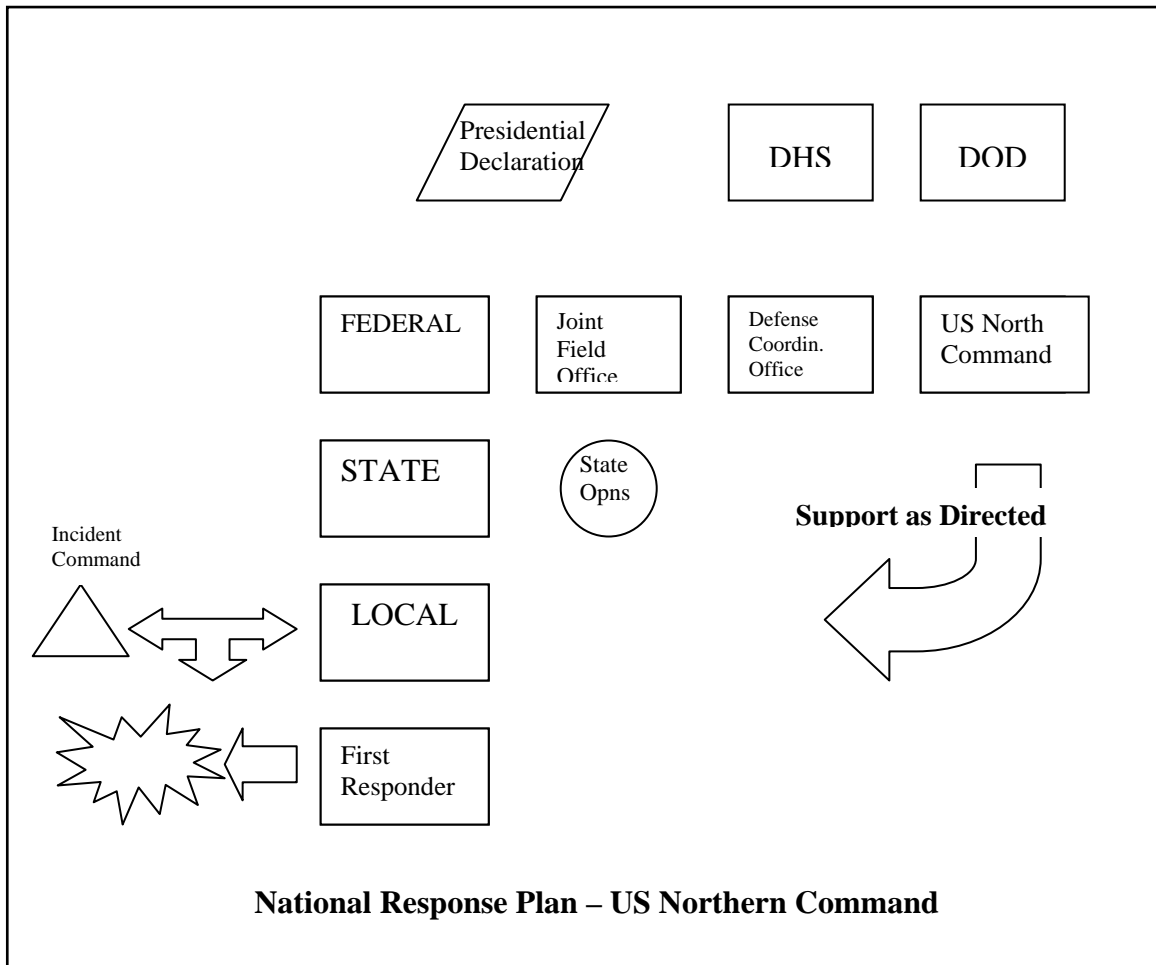


US Northern Command – Total Team Approach



Layers of response

1. National Response Plan
2. Weapons of Mass Destruction – National Guard then Military Response
3. Defense of Continent – Interagency relationships
4. Missile warning – aerospace defense
 - Detect and warn
 - Defense of area of responsibility
 - Operational control for launch of interceptors
 - Ward off or destroy



Exercises

- National Exercise Plan
 - WMD Oriented
 - National Response Plan
- Exercise cycle
 - Spring: Civil support (80%)
 - Fall: Military (20%)

Border patrol support – north and south
Crime – interdiction, arrest
Drugs – interdiction, confiscation, deter
Human – illegal immigration

NORAD and US Northern Command – Interagency Coordination

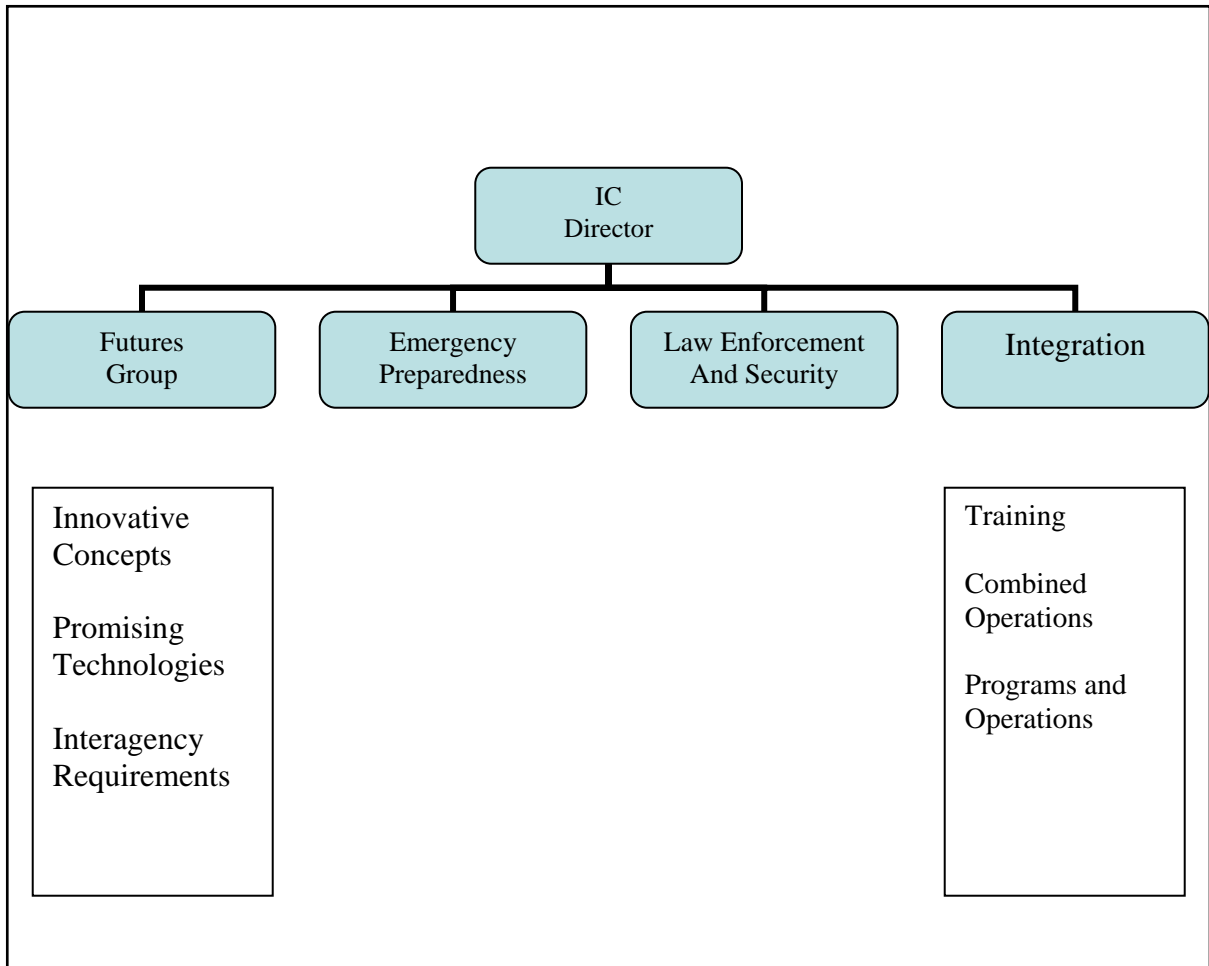
Col. Stover James

Interagency Coordination Directorate

J1 Manpower and Personnel
J2 Intelligence
J3 Operations
J4 Logistics
J6 Architecture and Interoperability
J7 Training and Exercise
J8 Program Reserves

Integration as a team

Synchronization
Mutual understanding
Unity of effort
Full Spectrum of support



Objective

Integrate
Anticipate
Interpret

Operational Support - key issues

1. What do we know; how do we know what we know; what do we need to know?
2. How certain are we that what we think we know is true?
3. What information needs to be shared?
4. Command and control structure
5. Do we have a plan
6. How can NORAD/US Northern Command respond

Joint Interagency Coordinating Group (JIACG)

Global terrorism
Information flow to Combatant Commander
60 agencies participating

Role of JIACG

- Does not commit resources; does not task branches or commands
- Recommend, influence and execute policy; does not create policy
- Facilitates situational awareness
- Operational plans
- Private sector coordination

Reporting

Condition Reports (Color coded – Red, Yellow, Green)

Worst Reported Conditions	Current Conditions	Sector	ESF	Remarks

Critical Infrastructure (Measured as Customers with Service)

Conditions Color Coded – Red (worst conditions); Yellow (improving), Green (good)

Geographical Units	Sewer	Water	Electric	Access – Public Safety Service	Transportation	Housing

Asset Deployment

Agency	Asset (Description and/or Type)	Total (Static and dynamic)	Number Deployed	Percent (%) Deployed

Standing Joint Forces – Headquarters – North Command
Colonel Sokol

Time continuum	Parallel Actions
Warning	Joint Plan
Alert	Joint Operations
Execute	Information Superiority
Backfill	Joint Support

Mission

- Situational understanding
- Rapid transition to crisis response
- Rapid deployment of command and control to support for:
 - Homeland defense
 - Civil support operations
- Deter, detect, defeat

Communications vehicle

- Support 50 users
- Military and civilian support
- Video conferencing capabilities
- Interoperable voice communications

Deployable advance teams

- Deployable command teams
 - Information, military, operations, finance, intelligence, law enforcement

Search and rescue protocols

- Hasty
- Primary
- Secondary

New Orleans - March 21

US Corp of Engineers

Bus transportation in New Orleans – travel time viewing of Discovery TV Program:
Failure of Levies

Corp of Engineers

Jim Ward, Professional Engineer

Overview of Corp

History – professional engineers as part of the Army influenced by France and established for US Armies by Thomas Jefferson

Responsibility

Navigable rivers is a federal responsibility
New Orleans has navigable river and levy system

Failure of levies

- Several studies occurring – breach, overflow, storm surge, construction, foundation erosion/undermined
- Storm surge: top over or failure
- 80% of City flooded

Site visit to Lakeview area

- Levy 17 overflow
- Pump restorations
- Many parts of this area still without water, sewer and utilities

FEMA trailers – not working

- Available but cumbersome to obtain and inhabit
- Permits required
- No utilities for hook ups
- Loss of keys by FEMA

Area – reconstruction uncertain

- Removal of debris – waiting for people to return
- Restoration – need for utilities, water and sewer
- Decisions to rebuild dependent on new FEMA flood plan map – soon to be issued

Bus tour of city – comments of tour guide

- No or slow rebuilding – failure of leadership
- Concerned about federal commitment to rebuilding – funds are only to rebuild levies to be equal to what they were before the storm. Not improving the levy system.

- Angry about US Congressional debate about future of New Orleans – deserves to be rebuilt and levies improved.

Issues

- Complex sovereignties
- Failure of leadership; lack of vision; ineffective coordination
- Lack of decisive decision making
- Confidence in government and competencies of work force – not effective
- Accountability
- Evacuation strategies
- Storm surge – failure to anticipate
- Rescue operations
- Relationship building among key decision makers

KESSLER AIR FORCE BASE

Maj. Gen. Gould – Introductions and welcome

Kessler – Under Water

Brig. Gen Capasso

1. Rebuilding of Kessler
2. After Katrina – 1/3 of base and housing impacted
3. Relocation of training functions and activities
4. Evacuation of personnel and families
 - Need to identify:
 - Military personnel on base
 - Personnel in training
 - Military assigned to other locations
 - Family members in the area
 - Military personnel enroute
 - Civilians
 - Contractors
5. Restoration
 - Coordination with local civilian authorities
 - Supported local first responders – PPE, equipment, fuel
 - Support on public works projects
6. Community Focus
 - AF personnel volunteer to undertake community projects
7. Funding for base repair/replacement/relocation

Weather Recon

Lt. Col. Dunn

Hurricane recon – flights into hurricane eye

Drop probes and buoys with transmitters

Fly into hurricanes

Probes – 20+ drops

Determine maximum velocity and size of the eye

Information sent to National Weather Service

Increases predictability of land fall area and path

TYNDALL AIR FORCE BASE - March 22

Maj. Gen. Scott Mayes (1st Air Force)

Duel Hat:

1. Air Force North – support of US Northern Command
Includes tactical air and operational air support for US North
2. NORAD – Southeast Air Defense

CAOC

- Operations Center
- Common operating picture
- Interagency coordination

Admiral Kessler: Works towards local and state civil authority's successful outcomes not rescue them from failure.

JBECC (Joint B Expeditionary Communications Coordination)

- Cruise missile detection
- Mobile command
- Provide field command with overall air common operating picture
- Ability to communicate; synthesize information
- Support tactical decision making

325 Fighter Wing Mission

Brig. General Jack Eggington

Mission:

Air dominance
Detect
Prevent

Tactical support and operations for US North

F22

Lt. Col. Mike Singleton

Advanced fighter jet

- Stealth and speed
- Technical capabilities and superiority
- Lighter payload – faster speed and higher altitude of air craft
- Equal lethality of existing jets – speed of delivery has equal impacts
- Antenna – flat surface
- Stealth and radar proof
- Surface treatment
- Jet exhaust suppression
- Cockpit – common operating picture; single screen
- Redundant systems

Testing

- Standard maintenance requirement – 30 hours of maintenance for each 1 hour of flight operations

FORT SAM HOUSTON – US ARMY NORTH – 5TH ARMY

LT Gen Robert Clark

US Army Credo: www.army.mil

Army Transformation

Establish US Army North
Theater level operations

Objectives

September 05 – Initial operations capability
October 06 – Full operations capability

Force command

Two Task Forces
Deployable within US
Joint Force Land Comp. Command (JFLCC)

5th Army

Homeland defense
Civil support
Theater sector cooperation (Canada and Mexico)
Army Service – component command

5th Army provides command and control for:

- Joint Task Forces (2) in US
- JFLCC

5th Army support – deployable within 18 ours

Civil support and role of military: training

DOD Defense Support to Civil Authorities Course

5th Army Command – key objectives

1. Man, equip and train ARNORTH
2. Establish/promote/foster essential relationships with critical partners.

Develop “area folders”:

Command post requirements

Air insertion

Key local authorities and capabilities

Civil Support Readiness Directorate

- National Guard – WMD response and Civil Support Team to local authorities
- Each state has National Guard unit to support WMD/Civil Support Team
- Trained by US North Command

Have Colonels in Army Reserve – assigned to:

- Maintain regular regional emergency public liaison
- State officials/ public employee liaison

Colonels responsible for:

1. Coordination with FEMA
2. Relationships with FEMA and National Guards
3. Prepare

Joint Force Command

- Assess
- Quartermaster
- Manpower

Functions

1. Intelligence
2. Operations management
3. Information management
4. Operations protections
5. Sustainability

Evacuation of the New Orleans Superdome
 Brig. Gen Mark Graham

Defense support for civilian assistance – a unified effort
 Military support coordinated through FEMA Principal Federal Official

Damage Assessment – Situational Status Report - Condition

Geographical Units

Item	Sector 1	Sector 2		
Sewer				
Water				
Electric				
Gas				
Accessibility				
Hospitals				
Police				
Fire				
EMS				
Telephone				
Cellular Service				
Fuel				
Public Health				
Transportation				
Structures				

Condition categories

- 80% -structures have service / habitable (green)
- 60-79% - have service (yellow)
- 40-59% - have service (red)
- Less than 40% - have service (purple)

Evacuation of Superdome/Convention Center – Assignment

- Coordination with New Orleans and FEMA
- Superdome had 25,000
- Convention Center had 10,000

Number of evacuation sites or assembly locations

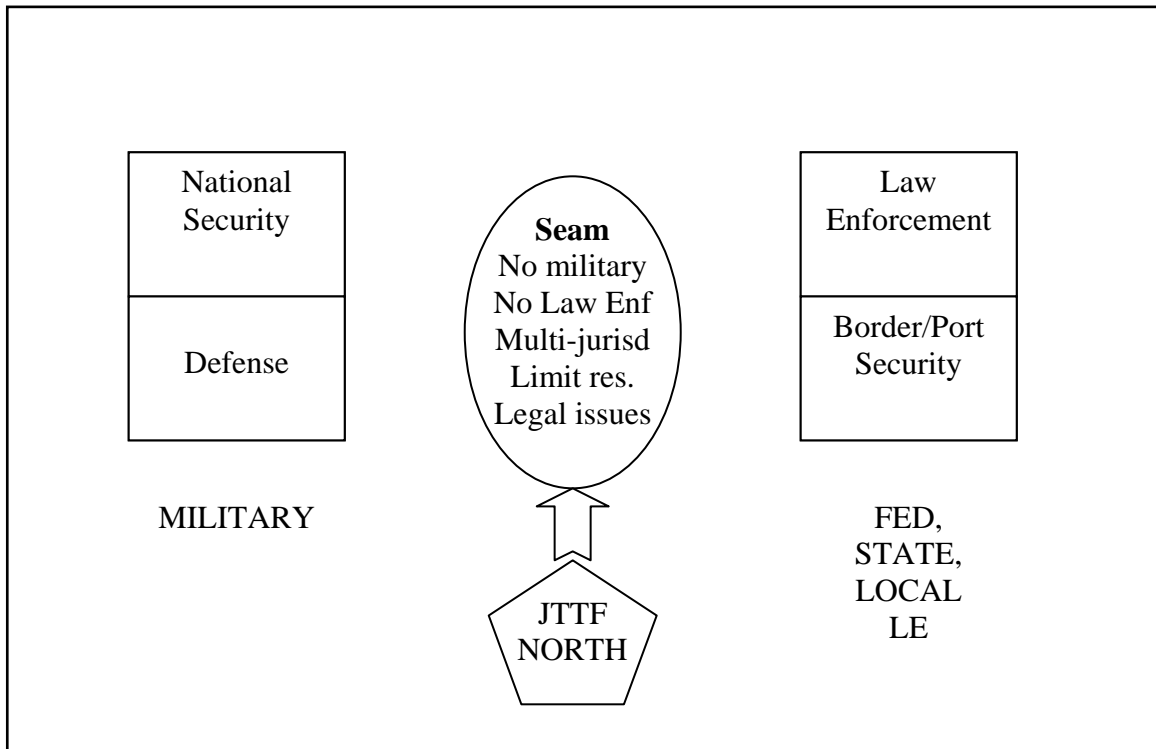
- Superdome
- Convention Center
- I-10 Causeway
- Algiers Point
- Oakwood Mall

Once personnel evacuation from one site– additional people showed up for evacuation
 66,000 people evacuated from several sites.

Joint regional medical plans
DOD consultant on disaster medicine matters

Joint Task Force North – Fort Bliss, Texas
Brig Gen Jose Riojas

Operational arm of US North Command
Tactical operations
Mission: Deter, prevent, defeat



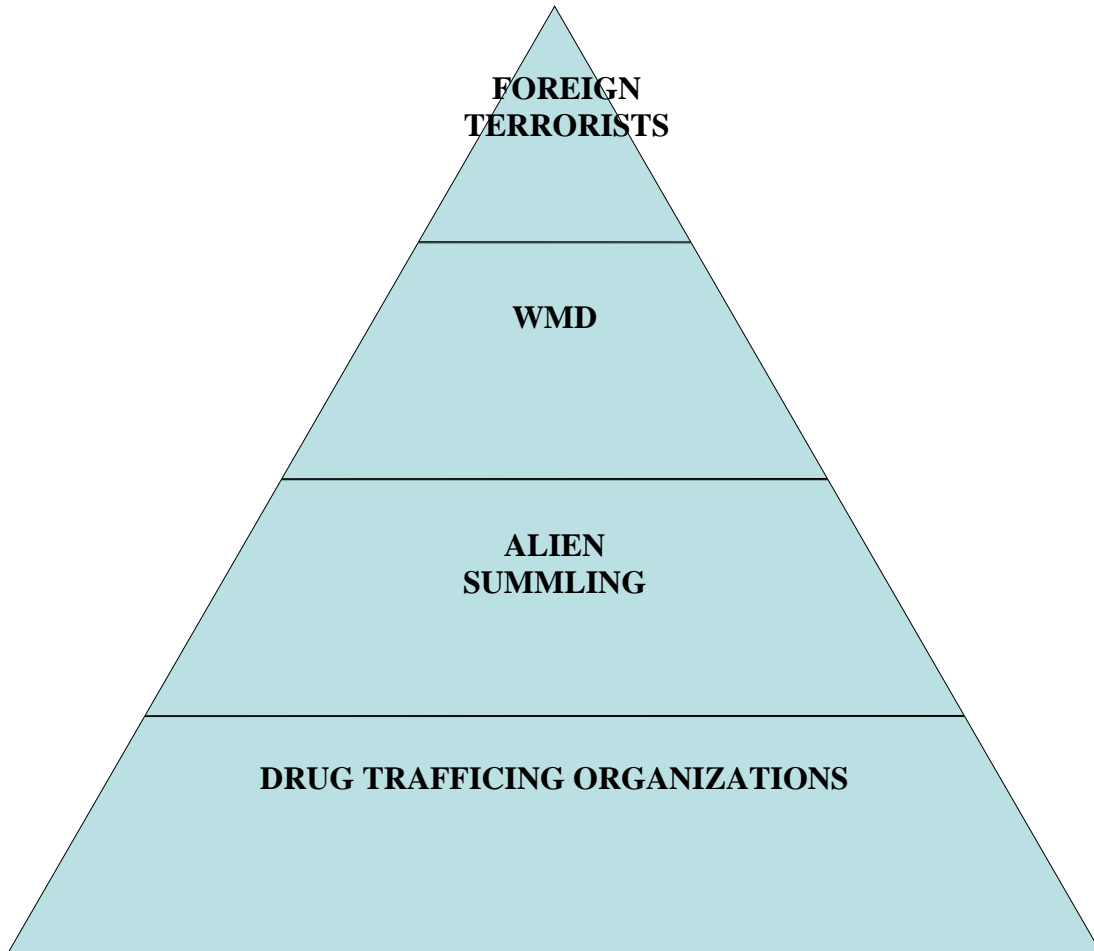
JTTF –

- Operates in the gaps, seams, voids
- Employs military capabilities to support law enforcement (federal, state and local) in their mission; supports interagency synchronization

Three JTTF's

JTTF West (Hawaii)
JTTF North (Fort Bliss)
JTTF South (Florida)

ILLEGAL ACTIVITIES OPERATING IN THE SEAM



Border security

- South - 10,000 border patrol/law enforcement officers for 2150 miles

- North – 1000 border patrol/law enforcement officers for 4000 miles
- US has 90,000 miles of maritime borders and 7000 miles for overland borders
- 440,000 acres to be controlled; 1 air plane available from US Forest Service
- Last year – estimated 1.2 million illegal immigrants entered US; 1 ever 27 seconds.

JTTF North

- Provides DOD support to law enforcement efforts
- Brokers and leverages staff of 200
- Activities in support of operations –
 - provides training benefit to military
 - improves combat readiness
 - no arrests – law enforcement responsibility
- Intelligence support
 - Analysis, action, dissemination
 - Threat and vulnerability analysis
 - Interdiction assessment
 - Imagery support
- Tactical support
 - Border surveillance
 - Aviation
 - Engineering
 - Intelligence gathering
- Proactive and threat based
 - Target and transitional threats in appraisal
 - Shared intelligence optimized
 - Enabler of synchronization of capabilities of associated federal, state and local jurisdictions

