

Homeland Security and Transformation

“... Our nation has taken great strides to improve homeland security since Sept. 11, 2001,” wrote President George W. Bush July 16, 2002. “Citizens, industry and government leaders from across the political spectrum have cooperated in a manner rarely seen in American history. Congress has passed important laws that have strengthened the ability of our law enforcement agencies to investigate and prosecute terrorists and their supporters. We formed a global coalition that has defeated terrorists and their supporters in Afghanistan and other areas of the world. Over 60,000 American troops are deployed around the world in the war on terrorism. We have strengthened our aviation security and made our borders more secure. We have stockpiled medicines to defend against bioterrorism and improved our ability to defend against weapons of mass destruction. We have improved information sharing within our intelligence agencies and we have taken steps to protect our critical infrastructure.”

By LTC Michael H. Postma

We are a nation at risk from a new and changing threat. The terrorist threat to America comes in many forms and has many places to hide. Terrorists attack us and exploit our vulnerabilities because of the freedoms we hold dear. The U.S. government’s most important mission is to protect the homeland from future terrorist attacks. To counter the threat, the president established a Homeland Security Department. The Homeland Security Department will consolidate 22 agencies with 170,000 workers into the new department, which constitutes the largest reorganization of government since the Department of Defense was created half a century ago.

Secretary of Defense Donald Rumsfeld stated that since the 2001 Quadrennial Defense Review, DoD has focused attention on the evolving threats. Defense of our homeland continues to be our top priority. DoD established the U.S. Northern Command to consolidate under a single unified command existing homeland defense missions that were previously executed by other military organizations. The specific missions of the command are to:

- Conduct operations to deter, prevent and defeat threats and aggression aimed at the United States, its territories and its interests within the assigned areas of responsibility.
- As directed by the president or secretary of defense, provide military assistance to authorities including consequence management operations.

U.S. Northern Command plans, organizes and executes

homeland defense and civil support missions.

Approximately 500 civil service and uniformed personnel are assigned to the U.S. Northern Command Headquarters at Peterson Air Force Base, Colorado Springs, Colo. The command will be augmented with additional forces, as required, to execute missions ordered by the president. Plans call for the command to be fully operational by Oct. 1.

The Army’s top priority is winning the global war on terrorism while defending the homeland. The Army has not been directed to take such a large role in securing the homeland since World War II. During the post-World War II era, civil support activities remained an Army function. The Army, however, devoted significant resources and priority to its other roles and functions, especially warfighting, that allowed it to optimize its structure, doctrine and training to that end. After Sept. 11, 2001, the Army was directed to plan and prepare to protect, prevent and respond to threats and disasters directed against our homeland. It must also continue its support to civil authorities for other significant dangers.

When directed, the Army will conduct combat operations within the homeland to prevent, deter, preempt and defeat an adversary’s threat. Most of the Army’s participation in homeland operations will be civil agency augmentation. The Army maintains significant resources for response to a major disaster and/or emergency, to include threats or use of weapons of mass destruction or effect.

The U.S. military must be able to prevent, protect and respond to threats and hazards in three geographic zones: The Homeland Zone, Middle Zone and Forward Zone. These zones are not strict boundaries and may overlap or change depending on a given situation. They provide an integrated defense toward preventing, protecting and responding to homeland threats.

Civilian agencies at the federal level are the primary agents for the coordination and employment of federal support. With the exceptions of protecting the nation from missile, air, naval and ground assault and the protection of military facilities, the military will play a supporting role. The Army will be guided by civilian law and led by the principle that the federal government assists state agencies except in terrorism and weapons of mass destruction incidents where the federal government has primary jurisdiction. When supporting state and local authorities, the Army usually does so through other federal agencies according to established agreements and plans.

Homeland operations consist of those legally sanctioned military measures to prevent, protect and respond to all threats against the United States and its territories and possessions that endanger its people, resources, facilities and critical infrastructure. The Army will support these missions in the following ways:

- Prevent an adversary from attacking the U.S. homeland.
- Protect against homeland attacks when prevention fails.
- Respond to civil authority's requests for support

Army unit design must include the ability to be tailored for homeland operations. This may require support to law enforcement or consequence management. Unit design must include sufficient manpower and equipment to provide the needed support without degrading the unit's warfighting capability. Additionally, units must have command and control capabilities that are interoperable with Joint, interagency and local or state entities.

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struct is proactive, threat focused and conducted in depth by layering military and interagency capabilities. In each zone, Army forces must also be able to rapidly deploy when conducting Joint operations, while leveraging focused logistics, providing trained and ready soldiers and units, and increasing current and future capabilities for sustainment and survivability. As needed, the Army will control and defend land, people and natural resources in each zone.

The Homeland Zone consists of all states, territories, possessions and surrounding water out to 500 nautical miles. It is the inner ring of a comprehensive land, maritime and aerospace defensive strategy. In conflict, the Army may be called upon to defeat an adversary in this zone while simultaneously conducting operations to defeat the source of the threat in the other zones. The risks in this zone include terror cells; enemy special operations forces; weapons of mass destruction/effect and chemical, biological, radiological, nuclear and explosive attack; strategies that degrade our installations or ground, air and sea means of transportation and infrastructure; natural and technological disasters; challenges to public confidence; and criminal activities.

The Army's role in response to crises in the Homeland Zone may include: Joint and interagency operations, defensive operations, support to law enforcement, disaster relief, civil disturbance, counterdrug operations, force protection of deploying forces, infrastructure assurance and other civil support actions. As outlined in various plans, statutes and directives, the Army will help defend the industrial base, provide engineering and transportation support, treat and evacuate casualties, manage the consequences of weapons of mass destruction/effect and chemical, biological, radiological, nuclear and explosive weapons, and support and reinforce civil authorities. Army forces in this zone will likely be special purpose and include small unit support packages.

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The Middle Zone is a buffer between the Homeland Zone and the Forward Zone. It is the air, land, sea and Space immediately surrounding the Homeland Zone. In this area, the United States exercises influence because of its regional proximity. In this zone, DoD protects the homeland by defeating adversaries before they reach U.S. shores. The risks in this zone include threats to maritime shipping or air avenues of approach to the homeland, illegal immigration, transnational criminal enterprise, ballistic and cruise missiles and cyber attacks.

The Army's roles in response to crises in this zone may include: missile defense; interdiction; interception; intelligence, surveillance and reconnaissance support to counterdrug operations; and other Joint, interagency or multijurisdictional operations. Army forces in this zone will include operationally and tactically mobile maneuver units; special operations forces; networked, enhanced command, control, communications, computer, intelligence, surveillance and reconnaissance capable units; knowledge-based air defense artillery; and ground-based midcourse defense systems.

The Forward Zone consists of the remaining land and sea areas not included in the Homeland and Middle Zones. When actionable intelligence is received, the United States may preemptively defeat the threat at the source. The risks in this zone include state-sponsored and transnational terror, aggressor rogue nations, weapons of mass destruction/effect and chemical, biological, radiological, nuclear and explosive proliferation, cyber attack, ballistic missiles and anti-access strategies and tactics.

The Army's roles in response to crises in this zone may include: deterrence, preemption, threat reduction, security of aerial and sea ports of debarkation, counter-proliferation and intelligence, surveillance and reconnaissance. In this zone, Army forces will likely include special operations forces. They will be operationally mobile with high tactical agility and will need external support for intelligence, surveillance and reconnaissance, Joint fires and effects, human intelligence and ground-based midcourse defense systems.

For the Army to conduct homeland operations, it must have an intel-

ligence, surveillance and reconnaissance architecture that ensures unity of purpose. Human and technical, manned and unmanned, terrestrial and Space-based capabilities will be needed to sense the operational environment in detecting, identifying and tracking threats. Additionally, offensive and defensive information operations will enable the Army to take advantage of superior information to achieve decision superiority. Finally, in meeting the homeland threat, the Army must be able to participate in an integrated Joint force that will detect and destroy enemy cruise and ballistic missile systems.

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Chief of Staff for Programs action officers involved in working Program Objective Memorandum (POM) issues at Headquarters, Department of the Army — must work in coordinated, collaborative fashion. To do this, the Army must have a common picture of requirements and solutions. A comprehensive Army Space Master Plan will serve as the first intermediate objective that will provide this common picture. The degree to which the second intermediate objective (the Army POM) and objective Future Years Defense Program can be significantly affected on this cycle may be

limited for this first-time effort. But ultimately, as the Army Space Master Plan process grows in strength and utility, the ability to affect the Future Years Defense Program and defend the programs therein, will increase. Hence, the Army Space Master Plan is a means to an end and not an end in itself.

On principle, the Army Space Master Plan will be founded upon a task analysis in seven mission areas. Seven Mission Area Teams (MAT) will provide the tracking of tasks from the top, Army-wide level all the way down to the specific Space-related tasks at

the user/provider level. SMDC will create and shepherd these Mission Area Teams in the taxonomy shown in Figure 2. This grouping had its genesis with the former CINCSpace Integrated Priority List development teams and has been used in a number of Army Space planning efforts including the Space Modernization Plan developed last year (see article by Karen Oliver, "Space Modernization Strategy"). Work is under way to more precisely define these mission areas and the current programs (program elements) contained within them. Several of the Mission Area Teams