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best 9 was from

Sec of Defense Don Rumsfeld
Friday, January 30, 2004
QDR

• Homeland Defense

• surprise

• prep against asymmetric threat

what did you understand as the threats to homeland -

• speak to Army soon in mid-80's

Reverend to Robert Wohlstetter's book - shelling price

corp. being - I worry about intelligence

publication of technology - denial, deception

hard targets may have been easy

~~the~~ tunnelling - underground human sources

Asymmetric Threat

* historically we did not train & equip to deal with these
terrorism, cyber, cruise missiles & ballistic missiles; land sea or air

Rum: come out of private sector; at gates. would benefit very much on this

Other briefing of Rumsfeld 35-55; one of which was w/; Rumsfeld

Did Shelton - offer you a new threat briefing?

Paul Franks: AOR any briefings - at cards done (asked) or capabilities of
this;

3 years ago - Rumsfeld was done;

Clinton people stayed on - people weren't helpful in the interagency

Recommendation: take forward

summarizing done & w/ holdovers

you don't address the new policy,

clearance process, ethics, Senate ethics process

ASNs in the Arabian Sea

no retaliation - natural inclination is to stand down

- launch basket - ships on station
TRAMs on station

- AC 130 gunships - Genl Schomaker
Genl Frenkel
Deployment orders

Remmie does 12 deployment orders in 20 minutes

what was America going to do about the state of play on the Cole issue

crisis - war force protection

force protection measures in train

use of force - potential president might have to use force if the US
Government determined

- recommendations were being implemented
- terrorists watch him use resort
- towards deception to go to school on us.

only principals were in this -

PDB item January 25

what did the US decide to do about this

90% was at deployment level

There was a plan or left over approach for dealing w/ a Q in Afghanistan or Pakistan.

Options - DoD tasked before transition, it bubbled along in the Feb. Mar.
period. Rumsfeld was not present; major issues at end of April 30

Planes getting shot at in Iraq

article on USS Cole; 17 sailors killed

U.S. government has done nothing visible

not much relevant to the Cole attack could be done against a Q

Genl Shelton prepared and briefed a cluster of mail ideas to Sandz at
end of Clinton administration

- February 8 or 9 at Presidential level
 - nothing appropriate - response
 - more desirable to move w/ dispatch
- you have support, you have a window of opportunity, needs to be handled

clearly correct that transformation was a focus of the administration

September 10, 2001 -
missile defense was more in the press

How did you see CT

did you inherit a department that had offensive capabilities
DoD trained to fight armies, navies, AF's
turn a great battleship to turn 10°

Now

fighting Global War on Terror, now with all
constraints of peace time

- complex jurisdictions
- transference \$
- problems cut across lines

DoD is still not organized
restructure on hill

DoD couldn't pay the ANA - DoD got refused
obvious things that need to be done; were prevented from doing this.
DoD can't move \$

looking to find Sec of Defense dept involvement w/ these issues
before 9/11 can you help us?

Comm on concerned about it
scripture
Friday evening w/ Tenet.

action items - isolated; no transcript internal; will do this, will do that.

- QDR
- 15 minutes

Justifying this in response to the Congress
terrorism is part of this

- you don't start in making policy
 - where do you need to go
 - get the right people, then confer

1st war plan that had assumptions that dated back back 5 or 6 years.

bring in the assumptions
every war plan!

operation Infinite Resolve: not a major contingency
a 1003

- Δ 19 Deliberate plans
- Δ nuclear posture review!
- Δ

Flying Predator - who has this job?
AE platform

CIA air-to-ground missiles
not in peacetime.

who should have that job -

DoD had more than reconnaissance

no armed Predators before 9/11 - 1 in development

CIA / DoD + DoD talked -

operational & legal
DoD had funds + intel unless it didn't make sense from a
legal standpoint.

CIA is the right ~~agency~~ agency

Is this the right way

- fire standoff missiles
- cost comes into it

~~anything~~ all this comes down to \$

Before 9/11 people thought it was still being perpetuated technically

immediacy -
Predator

Eyes on; you can do it.

What had NORAD been ordered to do?

How capably had these orders been transmitted down the chain of command

What the hell are these pilots thinking?

Rumsfeld wanted clarity

Rumsfeld believes he and others got the right ROE?
Herb Eberhardt was on it.

Rumsfeld - situational unawareness
& confusion about who gets what
in a question/asking mode to get orders
seeking clarity

Rumsfeld authorized it and president

got comfortable w/ where the pilot was!

Had NORAD being trained for this?

No one has given an order to kill Americans since Lincoln

The Pentagon is a target

Plot to strike CIA

4 light plane to WH

connections w/ govt or keeping govt up

Continuity of Government

Are we better today to deal w/ this.

only way to deal w/ terrorists
is to go find them!
cant just be defensive

Are we better organized for an attack? yes
in a lot of places

Continuity of Govt
& who would obey them
intel but s/w CIA, DoD
ROE people exercise
CC whose focus is this
DoD organized to look out

getting govt better organized to deal w/ terrorism
in the govt? what do we need to do!

ASB

Homeland Defense -
in with homeland security

JIATF CT - interagency task force on ct

no question about intent

Can you change that kind of a culture
flow of intelligence

culture that is exactly the ~~same~~^{wrong} ~~structure~~ culture

culture is ships, guns, tanks, & planes

How do you bridge? create a new institution
to build from the ground up,
or change!

at the top, the system is well-knitted together

- 1 page paper
Rumsfeld -

1 page paper
flowed out of Rumsfeld out of

didn't have on the shelf that was implemented
in October -

"I have not seen a contingency plan since I
came here!

frenetic effort to create a plan
diligent, thoughtful

management of intelligence community
Scowcroft panel
NSPD-5

How would Rumsfeld answer his own questions
today!

Rumsfeld again!