



# **Quadrennial Defense Review Results**

***February 3, 2006***

# ***Introduction***

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- ❑ A wartime QDR: conducted during 4th year of a “long war”**
  
- ❑ 20 year look – must prevail in current war and also prepare for wider range of challenges**
  
- ❑ Twin imperatives of review:**
  - Continue reorientation of capabilities to address asymmetric challenges (more irregular, catastrophic and disruptive in character)...
  - ...while changing the Defense enterprise to support and accelerate that reorientation
  
- ❑ Interim product in continuum of transformation**

# ***Fighting a Long War – Lessons Learned***

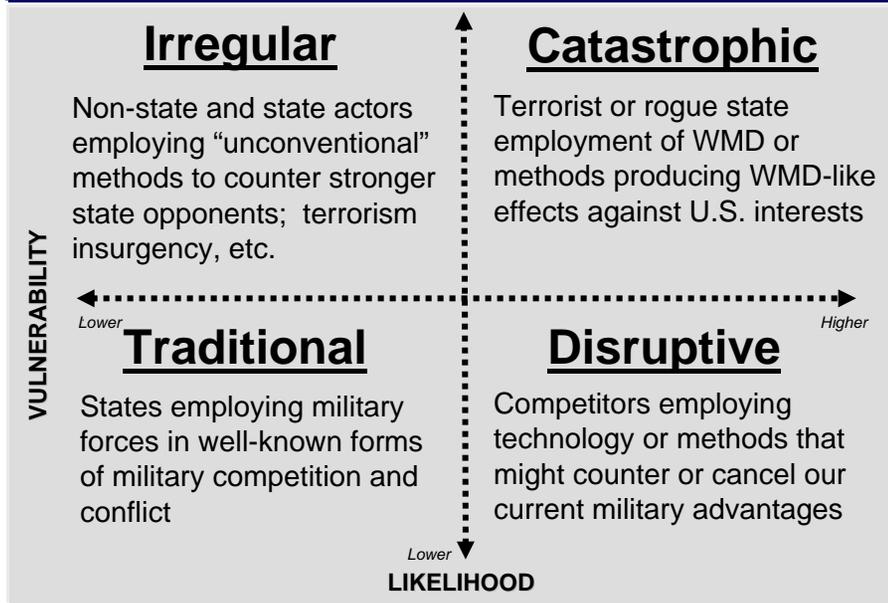
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- ❑ **Capitalized on lessons learned from operational experiences of the past 4 yrs in an age of uncertainty and unpredictability**
- ❑ **“Long war”**
  - Prolonged irregular conflict (Afghanistan and Iraq)
  - Wider irregular operations “long war” (Philippines, Horn of Africa, Georgia, Pan-Sahel, elsewhere)
  - Humanitarian (tsunami, Pakistani earthquake) and anticipatory actions (Haiti, Liberia)
  - Operations in support of civil authorities at home (9/11, Katrina)
- ❑ **Key lessons from these operations informed QDR – importance of**
  - Building partnership capacity – indirect approach and enabling others
  - Early anticipatory measures
  - Unity of effort
  - Uncertainty and unpredictability

# QDR Objective – Shift in Focus

**Provide more options for President,  
capabilities for CoComs**

## Post-9/11 Security Challenges



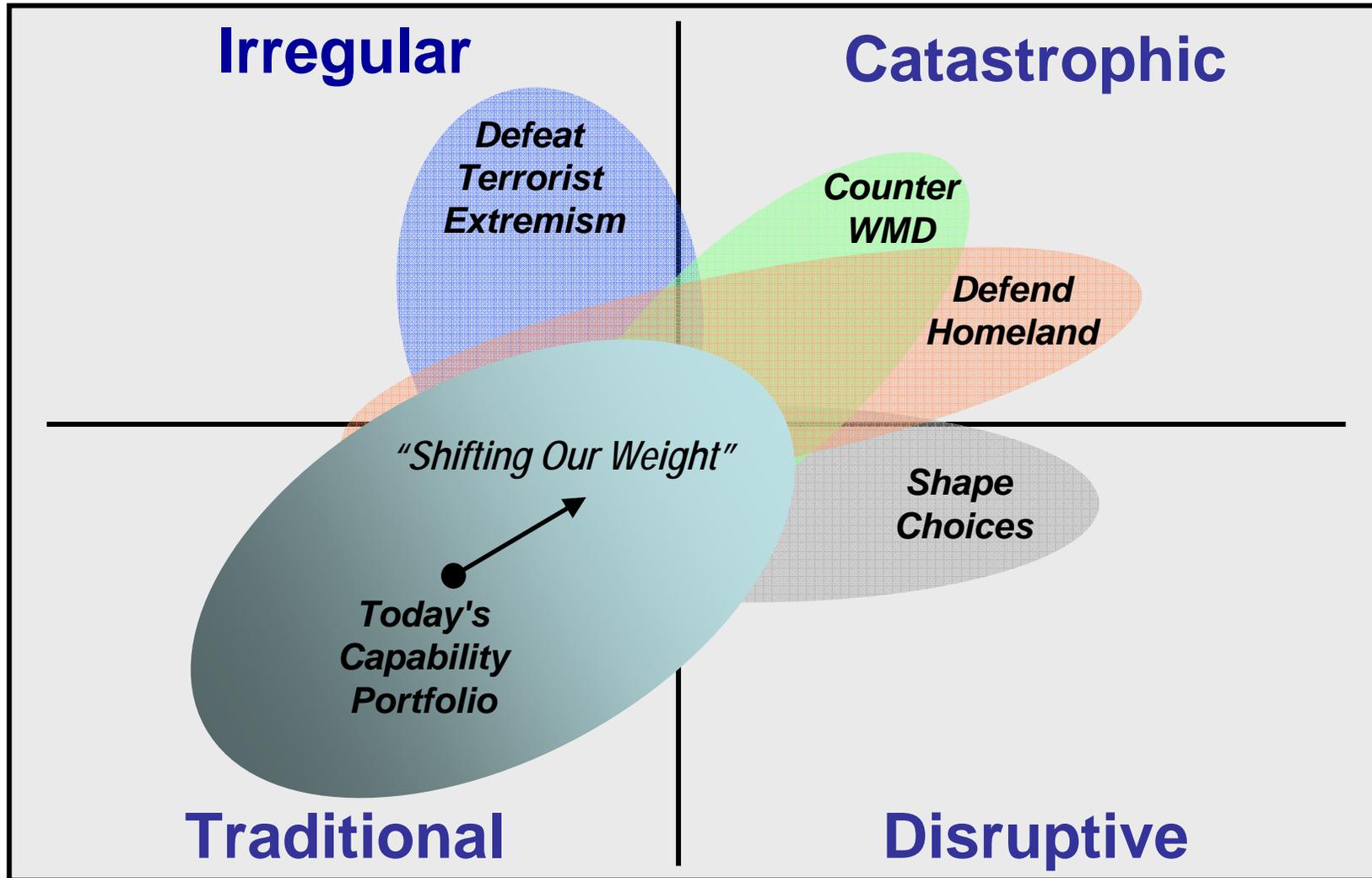
## Capability Focus Areas

- Defeat terrorist networks
- Defend homeland in depth
- Prevent acquisition or use of WMD
- Shape choices of countries at strategic crossroads  
(Assure, Dissuade, Deter, Defeat)

*Options  
for  
President*

*Capabilities  
for  
COCOMs*

# QDR Objective – Shift in Focus



Continuing the reorientation of military capabilities and implementing enterprise-wide reforms to ensure structures and process support the President and the warfighter

# Reorienting capabilities and forces: ***Defeating Terrorist Networks***

## ***Current State***

- ❑ Our Nation and its allies and partners are in a long irregular war with a distributed, multiethnic network of terrorist extremists who use indiscriminate violence to advance their ends

|  |              |
|--|--------------|
| Irregular<br><i>Defeat<br/>Terrorist<br/>Extremism</i> | Catastrophic |
| Traditional  | Disruptive   |

## ***End State***

- ❑ Terrorist networks no longer have the ability or support to strike globally and catastrophically, and their ability to strike regionally will be outweighed by the capacity of local governments to defeat them

## ***Method of Victory***

- ❑ Victory will necessitate orchestrating all elements of national and international power to find, disrupt and destroy terrorist networks; discredit their ideology; and deny them physical and information sanctuary



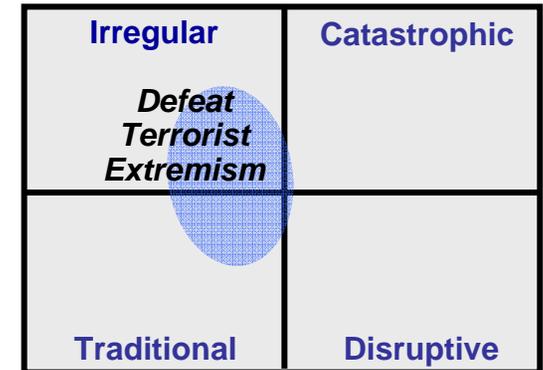
## ***Capabilities...***

*Reorienting capabilities and forces:*  
**Defeating Terrorist Networks**

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**DoD Capabilities**

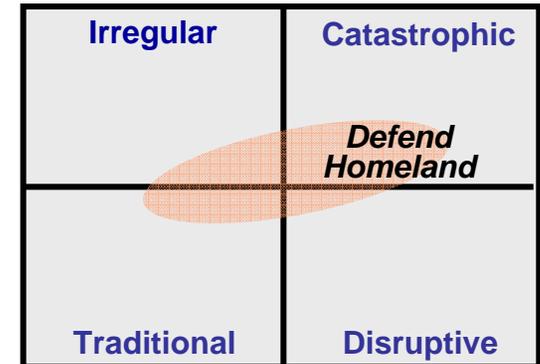
- ❑ Human intelligence; language and cultural awareness
- ❑ Persistent surveillance; fusion of time-sensitive intelligence with operations
- ❑ Capabilities to locate, tag and track terrorists in all domains, and prompt global strike to rapidly attack fleeting enemy targets
- ❑ SOF to conduct direct action, foreign internal defense, counterterrorist operations and unconventional warfare
- ❑ Multipurpose forces to train, equip, and advise indigenous forces; conduct irregular warfare; and support security, stability, transition, and reconstruction (SSTR) operations
- ❑ Riverine warfare capabilities
- ❑ Authorities to develop the capacity of nations to participate effectively in disrupting and defeating terrorist networks



*Reorienting capabilities and forces:*  
***Defending the Homeland In Depth***

***Current State***

- ❑ Our and our partners' homelands are vulnerable to the transnational movement of the enemy's terrorists, their extremist ideologies and advanced weapons, as well as disease and natural disasters.



***End State***

- ❑ Potential aggressors are deterred, threats are defeated at a distance, and the consequences of any attack or natural disaster are mitigated.

***Method of Victory***

- ❑ Our Department will work as part of a unified interagency effort with the Department of Homeland Security and other federal agencies to address threats to the U.S. homeland, using an active and layered defense strategy.



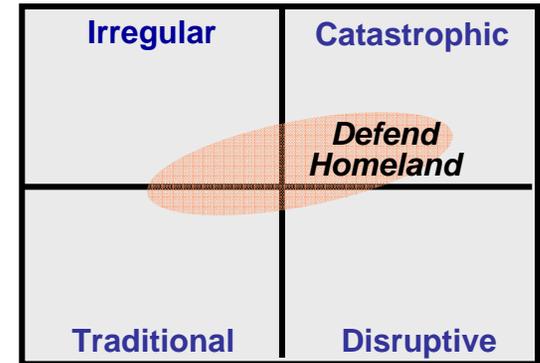
***Capabilities...***

*Reorienting capabilities and forces:*  
***Defending the Homeland In Depth***

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***DoD Capabilities***

- ❑ Air and maritime domain awareness capabilities to provide increased situational awareness and shared information on potential threats
- ❑ Tailored deterrence, including prompt global strike capabilities to defend and retaliate against any WMD attack, and air and missile defenses
- ❑ Broad spectrum medical countermeasures to defend against genetically-engineered pathogens
- ❑ Joint C2 for homeland defense and civil support mission sets including systems that are interoperable with other agencies, state & local govts
- ❑ Capabilities to manage the consequences of major catastrophic events
- ❑ New or expanded authorities to improve access to Guard and Reserve forces for use in the event of a man-made or natural disaster

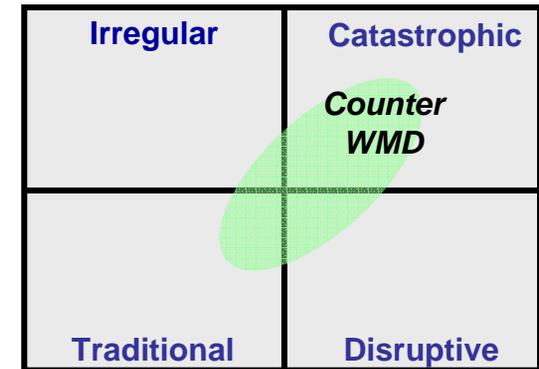


*Reorienting capabilities and forces:*

# ***Preventing the Acquisition and Use of WMD***

## ***Current State***

- ❑ Hostile regimes and terrorist networks are seeking to acquire and use Weapons of Mass Destruction (WMD). These actors may not respond to traditional tools of deterrence.



## ***End State***

- ❑ Preventing hostile states and non-state actors from acquiring or using WMD

## ***Method of Victory***

- ❑ We and our allies and partners must cooperate closely and further develop capabilities to: detect, identify, locate, tag and track key WMD assets, and development infrastructure in hostile or denied areas, and to interdict WMD, their delivery systems, and related materials in transit

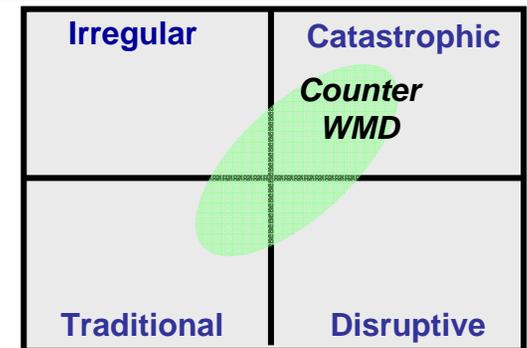


## ***Capabilities...***

# Reorienting capabilities and forces: **WMD**

## **DoD Capabilities**

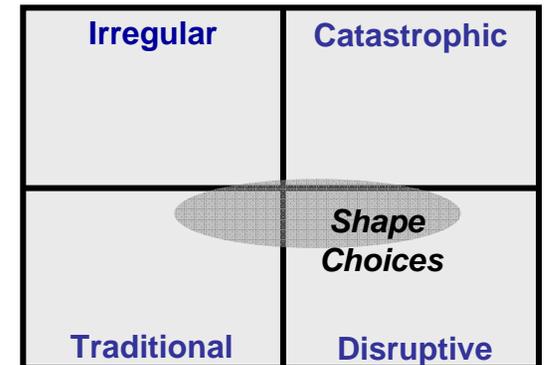
- Human intelligence, language skills and cultural awareness
- Persistent surveillance over wide areas
- Special operations forces to locate, characterize and secure WMD
- Locate, tag and track WMD; detect fissile materials at stand-off ranges
- Interdiction capabilities to stop air, maritime, and ground shipments of WMD, their delivery systems and related materials
- Joint command and control tailored for the WMD elimination mission
- Capabilities and specialized teams to render safe and secure WMD
- Capability to shield critical systems from catastrophic effects of EMP
- Non-lethal weapons to secure WMD sites
- Capability to deploy, sustain, protect, support SOF in hostile environments



# Reorienting capabilities and forces: *Shaping Choices at Strategic Crossroads*

## *Current State*

- ❑ Choices by major and emerging powers affect the future strategic position and freedom of action of our Nation and its allies.



## *End State*

- ❑ America and its allies foster cooperation and enhance mutual security interests, and an appropriate hedge against the possibility of a major or emerging power choosing a hostile path.

## *Method of Victory*

- ❑ A balanced approach, including closer integration with allies and partners, and building the capacity of partner states, while hedging against the possibility that cooperative approaches may fail.

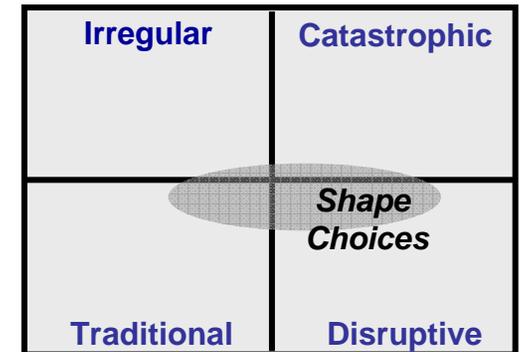
## *Capabilities...*



# Reorienting capabilities and forces: **Shaping Choices**

## **DoD Capabilities**

- ❑ Language and cultural awareness
- ❑ Security cooperation and engagement activities
- ❑ Persistent surveillance, including systems that can penetrate and loiter in denied or contested areas
- ❑ Joint command and control capabilities that are survivable
- ❑ Secure broadband communications into denied or contested areas
- ❑ Capabilities to shape and defend cyberspace
- ❑ Air dominance capabilities to defeat advanced threats
- ❑ Integrated defenses against short-, intermediate-, and intercontinental-range ballistic and cruise missile systems
- ❑ Undersea warfare capabilities to exploit stealth and enhance deterrence
- ❑ Prompt and high-volume global strike



# ***Achieving Unity of Effort***

**The United States, and in particular DoD, cannot win this war alone**

***Success requires integration of all USG capabilities, and greater cooperation with allies and partners***

- ❑ **Expand collective capabilities to plan and conduct stability, security, transition and reconstruction operations**
- ❑ **Extend the concepts and constructs enabling the Proliferation Security Initiative to domains other than WMD proliferation, including cyberspace**
- ❑ **Create more flexible authorities to support training, equipping and advising the security forces of new partner states**
- ❑ **Develop Nat'l Security Planning Guidance and Nat'l Homeland Security Plan**
- ❑ **Create National Security Officer (NSO) corps and transform National Defense University to National Security University**
- ❑ **Overhaul traditional foreign assistance and export control activities and laws**



# ***Re-shaping the Defense Enterprise and Developing a 21<sup>st</sup> Century Total Force***

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***DoD must transform itself into an enterprise whose organization and processes can support an agile fighting force***

## ***Management***

- ❑ **Portfolio-based approach to planning and building the capabilities the Department needs**
- ❑ **Reforms at three levels: governance, management, and execution**

## ***Human Capital***

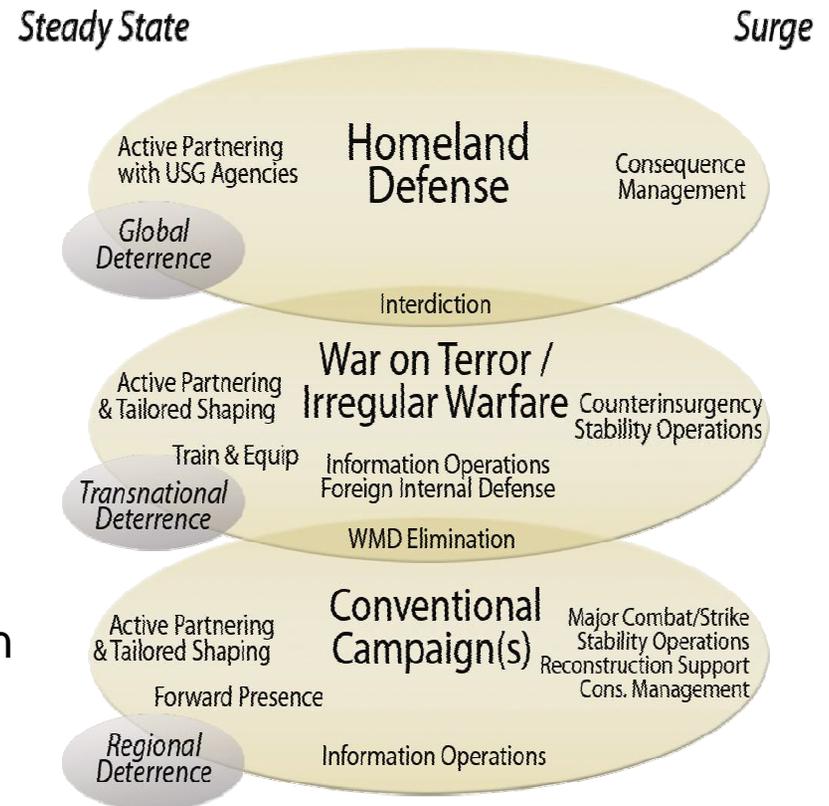
- ❑ **Language and cultural skills throughout the force**
- ❑ **Reduce stress on the force:**
  - **Rebalancing Active/Reserve component mix and civilian/contractor workforce**
  - **A more operational Reserve component**
- ❑ **Build on National Security Personnel System**



# Refined Force Planning Construct

## Construct for shaping the future force

- ❑ **Steady-state & surge operations**
  - Homeland Defense
  - Irregular Warfare
  - Conventional Campaigns
  
- ❑ **Tailored Deterrence**
  - Advanced military competitors, rogue states, terrorist networks
  - Strengthened deterrence against opportunistic aggression/coercion
  
- ❑ **Two-war capacity**
  - Varying levels of effort
  - Stress-on-the-force elasticity



### Sizing Variables:

|             |             |                      |
|-------------|-------------|----------------------|
| Frequency   | Number      | Scale / Intensity    |
| Concurrency | Ops Risks   | Duration             |
| Policy      | Environment | Partner Capabilities |

# *Way Ahead*

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## **Key outputs**

- QDR Report
- Chairman's Assessment
- FY07 budget request

## **Applying QDR strategic direction to FY08-13 future year defense program**

## **Managing implementation – 100+ action items under direction of DSD/VCJCS**

## **Execution Roadmaps**

## **Outreach efforts and consultative agenda**

- Put in place capabilities for next generation of leaders

