

# OFFSET STRATEGIES TO **PREVAIL** AGAINST ASYMMETRIC THREATS

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ASYMMETRIC THREAT SYMPOSIUM IX

**September 22, 2016**

Gannett Conference Center  
McLean, VA



**Countering Asymmetric Threats:  
A National Imperative**

## ASYMMETRIC THREAT SYMPOSIUM IX

# Offset Strategies to Prevail Against Asymmetric Threats

The Asymmetric Threat Symposium features an array of presenters and guests from government agencies and civilian organizations, who have assembled with the common purpose of developing new thinking on achieving an overarching national strategy to effectively counter the threats posed by our enemies. The symposium will explore complex asymmetric threats to America's national security and how offset strategies attempt to position the U.S. to prevail against resurging global power competition, multiregional conflicts, and cross-domain challenges.

Symposium IX builds upon the overarching conclusion of previous Asymmetric Threat Symposia that today's security challenges are predominately hybrids. Such challenges require multi-dimensional, nuanced, innovative approaches from across government, industry, academia, and the public-private partnership.

The symposium is co-sponsored by the Association of Old Crows (AOC), CACI International Inc (CACI), and the Center for Security Policy (CSP), and is part of a continuing series of symposia co-founded by Dr. J.P. London and Dr. Warren Phillips, a member of the CACI Board of Directors. These events are pro bono, not-for-profit, and non-commercial thought leadership and public service forums aimed purely at strengthening national security and promoting global stability and prosperity through intellectual exchange. The symposium is a non-attribution forum and the Chatham House Rule will be invoked. This is designed to allow our diverse, highly experienced participants – all of whom contribute their time and efforts pro bono – to express their views freely and candidly.

### KEYNOTE SPEAKER



#### **Lt Gen Jack Weinstein, USAF**

*Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration, Headquarters, USAF*

General Weinstein is responsible to the Secretary and Chief of Staff of the Air Force for focusing on Nuclear Deterrence Operations. He provides direction, guidance, integration, and advocacy regarding the nuclear deterrence mission of the United States Air Force and engages with joint and interagency partners for nuclear enterprise solutions.

Before his current assignment, he was Commander, Twentieth Air Force, Air Force Global Strike Command, and Commander, Task Force 214, U.S. Strategic Command, Francis E. Warren Air Force Base, Wyoming. He also served on the Headquarters Air Combat Command, Air Force Space Command, and U.S. Strategic Command staffs. He has commanded at the squadron, group, wing, and numbered Air Force levels. In 2005, he deployed to Southwest Asia as Director of Space Forces for operations Enduring Freedom and Iraqi Freedom.

### FEATURED SPEAKER



#### **LTG Michael T. Flynn, USA (Ret)**

*Chairman and Chief Executive, Flynn Intel Group*

General Flynn has over 33 years of service in our nation's military, culminating in his role as the Director of the Defense Intelligence Agency (DIA). General Flynn has gained broad expertise in such areas as intelligence, counterintelligence, national security and cyber operations. He served as DIA Director and Senior Military Intelligence Officer in the Department of Defense. General Flynn also served as the Commander, Joint Functional Component Command for Intelligence, Surveillance, and Reconnaissance (ISR).

As Assistant Director of National Intelligence, he was responsible for international, defense, and domestic law enforcement and intelligence partner engagement. He also served as the Senior Special Operations Intelligence Officer in Iraq and twice as the Senior Intelligence Officer in Afghanistan, serving nearly five years in combat.

He is the *New York Times* bestselling author of *The Field of Fight: How We Can Win the Global War Against Radical Islam and Its Allies* published by St. Martin's Press in July 2016.

### MODERATOR



#### **Frank Gaffney**

*President, Center for Security Policy*

Frank Gaffney is founder and President of the Center for Security Policy. He is also the host of *Secure Freedom Radio*, a nationally-syndicated radio program that addresses current and emerging threats to national security. He is a frequent contributor to Breitbart, including a weekly column. Mr. Gaffney previously served under President Reagan as the Assistant Secretary of Defense for International Security Policy, where he had responsibility for policies involving nuclear forces, arms control, and U.S.-European defense relations.

## WELCOME



### Dr. J.P. (Jack) London

*Executive Chairman, CACI International Inc*

Dr. J.P. (Jack) London is Executive Chairman and Chairman of the Board of CACI International Inc. He previously served as CACI's President and Chief Executive Officer for 23 years. Under his leadership, CACI has grown from a small consulting firm into a \$3.7 billion worldwide information solutions and services company. In his current position, Dr. London oversees strategic initiatives to ensure shareholder value, advance client missions, cultivate key

client relationships, and monitor major financial transactions, including CACI's legacy mergers and acquisitions program, which he began in 1992.

Dr. London has an established role as a public figure representing CACI to customers and the federal information technology industry. His efforts focus on the evolution and transformation of defense, intelligence, information technology, and network communications. He was one of the first IT leaders to see the need for solutions to combat the asymmetric threat of our nation's enemies. He is the author of *Character: The Ultimate Success Factor*, an examination of the importance of good character to both organizational and personal success, and is the architect of CACI's culture of ethics and integrity, which is a driving force in the company's growth and success.

## INTRODUCTIONS



### Kenneth Asbury

*President and Chief Executive Officer, CACI International Inc*

Kenneth Asbury is President and Chief Executive Officer of CACI International Inc. He is a proven business leader with more than 20 years of experience in executive leadership positions in the defense, intelligence, and civilian marketplace. Prior to joining CACI, he served as President and CEO of Arctic Slope Regional Corporation – Federal, where he was responsible for setting the strategic direction of the company's Federal enterprise and driving growth and development for all of its subsidiaries.

Previously, Mr. Asbury spent nearly 30 years leading highly successful systems, solutions, and services expansion programs at Lockheed Martin. His experience also includes serving in the military as a Korean translator and interpreter for the U.S. Army Security Agency.

## FEATURED PANEL

### Narco-Terrorism, *NARCOS*, Pablo Escobar, and the Dismantling of the Medellín Cartel

The efforts of Special Agents Murphy and Peña resulted in the dismantlement of the largest and most violent international drug trafficking organization of its time. They lived and worked alongside Colombian National Police counterparts in Medellín, Colombia, as well as elite U.S. military units. The panel will discuss lessons learned, the interagency process, advances in technologies and interagency work used to combat narco-terrorism, and applying defense and intelligence agency capabilities in support of DEA missions.



### Stephen Murphy • *DEA Special Agent In Charge (Ret)*

As a Special Agent with the Drug Enforcement Administration (DEA), Stephen Murphy and his partner, Javier Peña, targeted and successfully brought down the world's first narco-terrorist, Pablo Escobar, and the Medellín Cartel. Special Agent In Charge Murphy began his law enforcement career in 1975 as a police officer in the City of Bluefield, WV.

He joined and rose through the DEA ranks to serve as Special Agent in Charge/Director for the Department of Justice, OCDETF Fusion Center, where he remained until his retirement in June 2013, after 37 years in law enforcement. Following retirement, Steve founded a private company that provides specialized training for various components within the U.S. Department of Defense. He and retired Special Agent Peña serve as technical consultants and subject matter experts for the Netflix series, *NARCOS*, based on their efforts to bring down Pablo Escobar.



### Javier Peña • *DEA Special Agent In Charge (Ret)*

Javier Peña retired from the DEA as a Special Agent in Charge in January 2014 after 30 years of service. His career was highlighted by his volunteering for assignment to the DEA office in Bogota, Colombia in 1988, where he and his partner, Steve Murphy, set out to bring down the notorious Medellín drug cartel led by Pablo Escobar. For his successful efforts, Peña received commendation awards from the DEA, Colombia, and the international community.

Mr. Peña continued to serve in various and successful DEA assignments after completing his Colombia assignment, including nine years serving as a Special Agent in Charge of three different major field divisions. The U.S. Government honored Mr. Peña with the Presidential Rank Award in 2010, granted to exceptional career Senior Executive Service members and Senior Career Employees.

## AGENDA

- 7:30 Continental Breakfast
- 8:00 Opening Remarks
- 8:05 [Welcome and Overview](#)  
**Dr. J.P. (Jack) London**
- 8:20 [Keynote Speaker](#)  
**Lt Gen Jack Weinstein, USAF**
- 9:00 [Panel One](#)  
**Finding, Forging, and Fielding "Offset" Technologies, Capabilities, and Operational Concepts**
- 10:30 Break
- 10:45 **A Conversation with LTG Michael T. Flynn, USA (Ret)**
- 11:45 Lunch
- 11:45 [Book Signing](#)  
**LTG Michael T. Flynn, USA (Ret)**
- 12:30 [Panel Two](#)  
**What Offset Strategies Assure Operational Success Against Asymmetric Threats**
- 2:00 [Featured Panel](#)  
**Narco-terrorism, *NARCOS*, Pablo Escobar, and the Dismantling of the Medellín Cartel**
- 3:35 Closing and Administrative Remarks
- 3:45 Reception

## PANEL ONE

# Finding, Forging, and Fielding “Offset” Technologies, Capabilities, and Operational Concepts

This panel will delve into the technologies needed to support offset strategies. Assessing how the “best of the best” technologies are identified, advanced, integrated, and acquired is the core theme for the panel to explore. This is a difficult, complex, and resource-intensive process to do well and do fast to gain operational and strategic advantage. Selecting and advancing the “best of the best” technologies to meet the threats in undersea warfare, space, cyber, and electronic warfare is critical. There may be a larger role for machines and robotics as well as commercial technology areas potentially applied to future military needs. Finally, the modernization of decision support systems and command and control systems will be of import.

## PANELISTS



### Lt Gen Robert “Bob” Elder Jr., USAF (Ret)

*Prof., George Mason University*

Lieutenant General Robert Elder (USAF, retired) joined the research faculty at George Mason University following his retirement from the Air Force as the Commander, 8th Air Force. Lieutenant General Robert Elder served as Commander, 8<sup>th</sup> Air Force, ACC, and Joint Functional Component Commander for Space and Global Strike, U.S. Strategic Command (USSTRATCOM). His position with USTRATCOM included responsibility for planning and coordinating all nuclear and global strike force activities.

General Elder served as the first commander of Air Force Network Operations and led the development of the cyberspace mission for the Air Force. He also served as the Air Operations Center commander and deputy air component commander for Operations Enduring Freedom and Iraqi Freedom.



### Dr. Greg L. Zacharias

*Chief Scientist of the USAF*

Dr. Greg L. Zacharias is Chief Scientist of the U.S. Air Force, Washington, D.C. He serves as the chief scientific adviser to the Chief of Staff and Secretary of the Air Force, and provides assessments on a wide range of scientific and technical issues affecting the Air Force mission. He serves on the Executive Committee of the Air Force Scientific Advisory Board. He is the principal science and technology representative of the Air Force to the civilian scientific and engineering community and to the public at large.

Prior to assuming his current position, Dr. Zacharias served as President and Senior Principal Scientist of Charles River Analytics, a research and development company. He also worked as Research Engineer at the C.S. Draper Laboratory and a Senior Scientist at Bolt Beranek and Newman Inc.



### Jody Westby, Esq.

*CEO, Global Cyber Risk LLC*

Drawing upon a unique combination of more than twenty years of technical, legal, policy, and business experience, Ms. Westby provides consulting and legal services to public and private sector clients around the world in the areas of privacy, security, cybercrime, breach management, and IT governance. She also serves as Adjunct Professor to the Georgia Institute of Technology's School of Computer Science and is a professional blogger for *Forbes*.

Ms. Westby is a member of the bars of the District of Columbia, Pennsylvania, and Colorado. She serves as co-chair of the American Bar Association's (ABA) Privacy and Computer Crime Committee (Science & Technology Law Section) and Cybercrime Committee (Criminal Justice Section) and served three terms on the ABA President's Cybersecurity Task Force. Previously, she launched In-Q-Tel, a not-for-profit firm supporting the Central Intelligence Agency and other intelligence agencies' information technology capabilities.

## MODERATOR



### Maj Gen Kenneth R. Israel, USAF (Ret)

*Former President, Association of Old Crows*

Major General Kenneth Israel has been a leader in the area of electronic warfare for over 40 years. He served as President of the Association of Old Crows (AOC) Board of Directors. Previously, he was a Corporate Vice President at Lockheed Martin.

Major General Israel served in the U.S. Air Force for 32 years, retiring from active duty in 1998. He was the first Air Force Program Executive Officer for Command, Control & Communications Programs, and he was responsible for establishing the Intelligence & Communications and the Tactical Exploitation of National Capabilities Offices at Electronic System Center, Hanscom Air Force Base, Massachusetts. He has received the Theodore Von Karman Award for Science & Engineering, the DIA's Director Award, the National Reconnaissance Office Director's Award, and the AOC Gold Medal Award.

## PANEL TWO

# What Offset Strategies Assure Operational Success Against Asymmetric Threats

To rapidly field technologies, systems, and organizations that gain an edge against adversaries, we must position them to gain strategic advantage. Along the vector of success is applying them across the interagency. This requires extensive integration of new strategies and an unprecedented level of human-machine interfaces, autonomous systems, and new ways of applying technology. The panel will focus on the path and strategies to success, and answer difficult questions such as whether the U.S. has lost its technological edge and, if so, what may be done to regain a position of strategic advantage. Offset strategies and concepts may need to be applied across the interagency, which involves defining specific technologies and concepts that are best transferable and conducive to collaboration. Additionally, focusing on autonomy and human-machine interfaces may pose its own perils as well as benefits.

## PANELISTS



### Lt Gen Robert P. "Bob" Otto, USAF

*Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance, Headquarters U.S. Air Force*

As Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance, Headquarters USAF, Lieutenant General Robert P. "Bob" Otto is responsible for policy formulation, planning, evaluation, oversight, and leadership of Air Force intelligence, surveillance, and reconnaissance capabilities. As the Air Force's Senior Intelligence Officer, he leads five directorates and supports a 30,000-person enterprise.

Since entering the Air Force in 1982, Lieutenant General Otto has served as a squadron, group, wing, and agency commander. His staff duties include three tours at Headquarters USAF; one tour with the Operations Directorate on the Joint Staff; and one tour at Headquarters, Air Education and Training Command. He is a command pilot with over 2,800 hours of flying time.



### SES Mark Hamlet

*Special Agent in Charge, Special Ops Division, DEA*

As DEA's Special Agent in Charge of the Special Operations Division (SOD) since October 2014, Mr. Hamlet leads a premiere multi-agency operational coordination center, comprised of personnel from 30 participating agencies, including federal and state law enforcement, the Intelligence Community, Department of Defense, and foreign law enforcement. SOD utilizes seamless law enforcement strategies to attack international drug trafficking and narco-terrorism organizations by targeting their command and control communications.

Mr. Hamlet has served as the Acting Regional Director and DEA's representative to the European Union and NATO, targeting the most significant drug, narco-terrorist and money laundering organizations operating in Europe and Africa. At SOD, was also the Assistant Special Agent in Charge for SOD's Europe/Asia/Africa section and the Counter Narco Terrorism Operations Center.



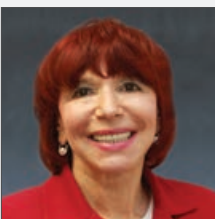
### Dr. John Shaw

*Program Manager, Strategic Technology Office, DARPA*

Dr. John Shaw joined DARPA as a Program Manager in August 2013. His areas of interest include battle management, command and control) technologies and systems, systems engineering, and large-scale optimization. Dr. Shaw is DARPA Program Manager for the System of Systems (SoS) Integration Technology and Experimentation (SoSITE) program. The SoSITE goal is to develop and demonstrate capability to maintain air superiority using SoS architectures—combinations of aircraft, weapons, sensors and mission systems—that distribute aerial warfare capabilities across interoperable manned and unmanned platforms.

Prior to joining DARPA, Dr. Shaw was Chief Engineer of BAE Systems Advanced Information Technologies (formerly ALPHATECH, Inc.), and a BAE Systems Global Engineering Fellow. Dr. Shaw led programs that deployed advanced persistent target tracking and battle management subsystems onto current and next-generation programs of record. Dr. Shaw departed BAE Systems in July 2013 following 32 years of service.

## MODERATOR



### Dr. Lani Kass

*Senior Vice President, and Corporate Strategic Advisor, CACI International Inc*

As Corporate Strategic Advisor and Senior Vice President, Dr. Lani Kass leads efforts to advance CACI's presence in the U.S. national security market and supports the development of corporate strategy. Previously, she served as Senior Policy Advisor to the Chairman of the Joint Chiefs of Staff, where she was responsible for high-level assessment and analysis supporting the development of integrated strategies, programs, and plans essential to America's security. Her foresight played a key part in negotiations with Russia, China, and NATO.

Dr. Kass also served as the Special Assistant to the Chief of Staff of the U.S. Air Force and as Director of the USAF Cyber Task Force, where she developed the concepts that led to the establishment of the U.S. Cyber Command. Her career highlights include being the first woman to serve as Professor of Military Strategy and Operations at the National War College, National Defense University.



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