

**Advance Questions for LTG Charles H. Jacoby, Jr., USA**  
**Nominee for Commander, U. S. Northern Command, and Commander, NORAD**

**Defense Reforms**

**The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Chairman of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders, among other things, in joint training and education and in the execution of military operations.**

**Do you see the need for modifications of any Goldwater-Nichols Act provisions?**

My first combat operation as an Army officer was to command a parachute rifle company in the U.S. intervention in Grenada in 1983. I witnessed first-hand the problems, deficiencies, and challenges we faced in conducting joint operations. A little over a year ago, I completed a tour as the Commanding General, Multi-National Corps – Iraq. This time, I witnessed first-hand the tremendous power, integration, and the unsurpassed adaptability and dominance of our joint force. I attribute the foundation of this remarkable transformation to be the Goldwater-Nichols Act of 1986.

At this time, I do not see a need to modify the provisions of the Goldwater-Nichols Act. If confirmed, I will recommend changes to this landmark legislation, if needed.

**If so, what areas do you believe might be appropriate to address in these modifications?**

Not applicable.

**Duties and Qualifications**

**What is your understanding of the duties and functions of the Commander, U. S. Northern Command?**

The Commander, USNORTHCOM, is responsible for defending the people and territory of the United States against threats to our homeland. The Commander is also responsible for security cooperation with Canada, Mexico, and The Bahamas, as well as providing military support to Federal, State and local authorities in response to natural or man-made disasters. The Commander's newest responsibility is to advocate for Arctic capabilities as assigned in the 2011 Unified Command Plan.

**What is your understanding of the duties and functions of the Commander, North American Aerospace Defense Command?**

The Commander of NORAD is responsible for aerospace warning, aerospace control, and maritime warning of North America. Reporting to both the President of the United States and the Canadian Prime Minister, the Commander of NORAD provides both governments tactical warning and attack assessment through an integrated aerospace threat picture.

**What background and experience do you possess that you believe qualify you to perform these duties?**

It is my privilege to have served over 33 years in a variety of positions from platoon leader to Commanding General, I Corp. In Afghanistan, Iraq, and Central America, I guided combined and joint task force headquarters comprised of Soldiers, Sailors, Airmen, Marines and Department of Defense civilians, as well as interagency and coalition partners. My current position as the Director for Strategic Plans and Policy on the Joint Staff has given me a clear understanding of joint, combined, and international operations; the role a combatant commander plays in theater security cooperation; the importance of interagency teamwork; and the interdependent role of all components of the Total Force—Active, Guard and Reserves—in defending our homeland and supporting civil authorities in times of crisis.

**Do you believe that there are any steps that you need to take to enhance your expertise to perform the duties of the Commander, U. S. Northern Command and Commander, North American Aerospace Defense Command?**

If confirmed, I will take advantage of every opportunity to build on my experience of homeland defense and civil support operations. I intend to deepen my understanding of the threat posed to the United States and our neighbors by transnational criminal organizations, as well as the whole-of-government approach to defeat them. Another near-term activity, if confirmed, will be to work closely with The Adjutants General, State Governors, and the leadership of key Federal agencies regarding the vital role of National Guard and Federal Reserve forces in our nation's response to natural and man-made disasters.

**Relationships**

**Section 162(b) of title 10, United States Code, provides that the chain of command runs from the President to the Secretary of Defense and from the Secretary of Defense to the commanders of the combatant commands. Other sections of law and traditional practice, however, establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Commander, U. S. Northern Command, to the following officials:**

### **The Secretary of Defense**

The Commander of USNORTHCOM executes his missions under the authority, direction, and control of the Secretary of Defense. He is directly responsible to him for the preparedness of his Command and its ability to carry out assigned missions. If confirmed, I will ensure USNORTHCOM continues the close working relationship it currently has with the Secretary of Defense.

### **The Deputy Secretary of Defense**

The Commander of USNORTHCOM ensures the Deputy Secretary has the information and support he needs to perform duties as directed by the Secretary of Defense. The Commander of USNORTHCOM also coordinates with the Deputy Secretary on major homeland defense and civil support activities.

### **The Under Secretary of Defense for Policy**

The Commander of USNORTHCOM works closely with the Under Secretary of Defense for Policy in coordinating and exchanging information on strategic policy issues involving homeland defense, defense support of civil authorities, and security cooperation. In addition, the Commander interacts with the Under Secretary to support her duties as a key advocate for USNORTHCOM requirements.

### **The Under Secretary of Defense for Intelligence**

The Under Secretary of Defense for Intelligence is the Secretary's principal advisor on intelligence and counterintelligence matters. The Commander of USNORTHCOM coordinates and exchanges information with the Under Secretary of Defense for Intelligence to obtain threat estimates and timely warning of worldwide threats to the USNORTHCOM Area of Responsibility.

### **The Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs**

The Commander of USNORTHCOM works closely with the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs on homeland defense, defense support of civil authorities, and security cooperation issues.

### **The Chairman of the Joint Chiefs of Staff**

The Chairman is not in the chain of command of the Commander of USNORTHCOM to the President and the Secretary; however, Title 10 does allow for communications from combatant commanders through the Chairman. This keeps the Chairman informed so that he can execute responsibilities as the principal military advisor to the President and Secretary of Defense. If confirmed, I will communicate closely with the Chairman to enable him to perform his duties.

## **The Secretaries of the Military Departments**

The Secretaries of the military departments are responsible for organizing, training, and equipping forces assigned to all the combatant commands. The Commander of USNORTHCOM works closely with the Secretaries to ensure homeland defense, civil support, and security cooperation requirements are met. This interaction is particularly important to ensure the Reserve Component is prepared to respond to domestic crises.

## **The Chiefs of Staff of the Services**

The Commander of USNORTHCOM exchanges information with the Chiefs of Staff of the Services to support their responsibility for organizing, training and equipping forces for homeland defense and civil support operations, as well as security cooperation activities. Additionally, the Commander of USNORTHCOM communicates with the Chiefs on force protection matters within the command's Area of Responsibility. Similar to the Chairman, the Service Chiefs are valuable sources of judgment and advice for combatant commanders.

## **The other Combatant Commanders, particularly U.S. Southern Command**

The Commander of USNORTHCOM maintains close relationships with the other combatant commanders, particularly U.S. Southern Command, U.S. Strategic Command, U.S. Transportation Command, U.S. Special Operations Command, and U.S. Pacific Command. These relationships are characterized by mutual support, frequent contact, and productive exchanges of information on key issues. If confirmed, I will maintain open lines of communication with the other combatant commands to execute our National Military Strategy.

## **The Chief of the National Guard Bureau**

National Guard forces are likely to be involved in almost all homeland defense and civil support missions. As such, close coordination between the Commander of USNORTHCOM and the Chief of the National Guard Bureau is central to the success of these operations. If confirmed, I look forward to advancing this important relationship to strengthen our homeland defense and disaster response capabilities.

## **The State Governors and Adjutants General**

State Governors and The Adjutants General play a critical role in USNORTHCOM's homeland defense and defense support of civil authorities missions. If confirmed, I look forward to maintaining and developing strong relationships with these key partners, and especially sustaining the great teamwork and trusting relationships that ADM Winnefeld has established.

**If confirmed, in carrying out your duties, how would you work with the Department of Homeland Security, the Homeland Security Council, and other federal agencies, as well as state and local authorities and representatives from the private sector?**

If confirmed, I will work operational issues with the Department of Homeland Security and other federal agencies on a routine basis. If confirmed, I intend to communicate with local, State, and Federal agencies, as well as the private sector both personally and via the USNORTHCOM Joint Interagency Coordination Group, to facilitate Department of Defense assistance in accordance with the National Response Framework, and as directed by the President and the Secretary of Defense. I also look forward to having close working relationships with the senior leadership of each of these entities.

### **Major Challenges and Problems**

**In your view, what are the major challenges that will confront the next Commander, U. S. Northern Command?**

I believe the biggest near-term challenge confronting the next Commander of USNORTHCOM is the potential for an attack on our homeland by violent extremists using asymmetric means or possibly weapons of mass destruction. Another immediate threat to our national security is the growing demand for illegal drugs in the United States, which is contributing to increasingly brutal and aggressive actions by transnational criminal organizations in Mexico. In the longer term, the possibility of rogue nations acquiring nuclear weapons and the capability to use them against our homeland may be a continuing challenge for the Commander of USNORTHCOM.

**Assuming you are confirmed, what plans do you have for addressing these challenges?**

If confirmed, I will ensure USNORTHCOM's plans and operations effectively address the full spectrum of threats to its Area of Responsibility. In addition, if confirmed, I will strengthen the command's already robust exercise program, involving participants from the Department of Defense, the National Guard, and the interagency community, as well as state and local officials, to challenge and improve our nation's capability to detect, deter, and defeat threats to our homeland.

### **Mission of U. S. Northern Command**

**What is the mission of U. S. Northern Command?**

USNORTHCOM conducts homeland defense and civil support operations within its assigned Area of Responsibility in order to defend and secure the United States and its interests. In addition, the command is responsible for executing theater security cooperation with Mexico, Canada, and The Bahamas, with full respect for their sovereignty. USNORTHCOM also advocates for Arctic capabilities in accordance with the 2011 Unified Command Plan.

**How does U. S. Northern Command’s mission relate to the mission of the Department of Homeland Security?**

The Department of Homeland Security (DHS) is responsible for preventing terrorist attacks, as well as response and recovery from natural and man-made disasters. USNORTHCOM is responsible for detecting, deterring, and preventing external threats to the United States, and when directed by the President or Secretary of Defense, providing defense support of civil authorities. USNORTHCOM works closely with the DHS at all levels to plan, train for, and execute homeland defense and civil support missions and bring a whole-of-government approach to each operational challenge.

**Are there circumstances under which you would you anticipate U. S. Northern Command would have the lead federal role in responding to a domestic terrorist incident? Or do believe NORTHCOM would operate only in support of other federal departments and agencies?**

In the event of an armed terrorist attack against the United States, the President may direct that the Department of Defense have the lead role in defending the United States. As the geographic combatant command responsible for the homeland, the Commander of USNORTHCOM would likely be designated the supported commander for such an event. However, for most terrorist incidents within the United States, USNORTHCOM will be in support of a primary agency, such as the Department of Homeland Security, the Department of Justice, or the Federal Bureau of Investigation.

**What responsibility, if any, does U. S. Northern Command have with respect to the Defense Critical Infrastructure Program?**

I understand that USNORTHCOM’s responsibility is defined by the January 2010 Secretary of Defense directive on critical infrastructure, which designates USNORTHCOM as “responsible for preventing or mitigating the loss or degradation of Department of Defense-owned critical assets within its Area of Responsibility.”

**Organization and Authority**

**U. S. Northern Command has been assigned responsibility for force protection and antiterrorism within its area of responsibility.**

**What actions would you take, if confirmed, to mitigate force protection vulnerabilities, and what force protection challenges do you anticipate you would face within U. S. Northern Command’s area of responsibility?**

If confirmed, I will place emphasis on executing a synchronized and coordinated antiterrorism program and force protection mission across the USNORTHCOM Area of Responsibility. As part of this, if confirmed, I will continue the progress made in the area of rapid force protection event notification, the use of the e-Guardian system, and the

sharing of sensitive force protection threat information between law enforcement and the Department of Defense.

If confirmed, I anticipate that a force protection challenge may be to synchronize and effectively execute emerging force protection and security-related policy that is new for the Department of Defense. Among the new policy initiatives are the Department of Defense's Mission Assurance Strategy, the Defense Security Enterprise, and potentially, a new emergency management policy resulting from the Fort Hood Independent Review process.

**What actions would you take, if confirmed, to ensure efficiency in the use of funding for force protection and to prevent unnecessary duplication of efforts between U. S. Northern Command, the military services, and the office of the Assistant Secretary of Defense for Homeland Defense?**

I believe a comprehensive resource management approach requires the linking of missions, risks, and force protection resources. Although USNORTHCOM does not have "oversight authority" over how the Services execute funding, if confirmed, I will work closely with the Service Components and the Department of Defense to identify and eliminate gaps in our force protection posture. Projects relating to biometrically-enabled installation access control, identity management, and mitigation of vulnerabilities relating to Defense Critical Infrastructure are a few examples where I believe force protection efficiencies can be identified. If confirmed, I will ensure all Service Component requests for Combatant Commander Initiative Funds for force protection initiatives are properly validated and vetted before they are submitted for final approval.

**What specific forces, if any, have been assigned to U. S. Northern Command?**

USNORTHCOM's assigned forces include the Headquarters Staff, as well as the following subordinate and component commands: U.S. Army North, Marine Forces North, Air Forces Northern, Joint Task Force Civil Support, Joint Task Force North and Joint Force Headquarters National Capital Region.

**How has the assignment of forces to U. S. Northern Command changed since U. S. Northern Command was established on October 1, 2002?**

USNORTHCOM achieved full operational capability on 1 October 2003, with forces assigned consisting of the Service component headquarters and two standing Joint Task Force headquarters. The following year, the Command stood up a third Joint Task Force, Joint Force Headquarters National Capital Region. In 2008, USNORTHCOM was assigned forces in support of the standing Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE) Consequence Management Execute Order for a period of 12 months (October 2008–September 2009). In October 2009, the decision was reversed and CBRNE Consequence Management forces converted back to an allocated status, per the 2010 Global Force Management Allocation Plan. In 2011,

USNORTHCOM's Standing Joint Forces Headquarters was disestablished and those resources were re-allocated within USNORTHCOM's Operations Directorate.

## **NORAD**

### **What is the mission of the North American Aerospace Defense Command (NORAD)?**

NORAD conducts aerospace warning, aerospace control, and maritime warning in the defense of North America. Aerospace warning consists of detection, validation, and warning of an attack against North America. Aerospace control consists of air sovereignty and air defense of United States and Canadian airspace. Maritime warning consists of processing, assessing, and disseminating maritime intelligence and information and warning of maritime threats to or attacks against North America.

### **How has NORAD's mission evolved since the creation of U.S. Northern Command?**

Since the creation of USNORTHCOM in 2002, NORAD's mission has expanded to include warning of maritime threats to or attacks against North America. NORAD also provides ballistic missile warning to USNORTHCOM to support its ballistic missile defense mission.

### **How does NORAD's mission relate to U. S. Northern Command's mission?**

The missions of NORAD and USNORTHCOM are distinctly separate, but complementary. NORAD conducts operations in the air domain and provides USNORTHCOM warning of maritime threats to or attacks against North America, as well as warning of ballistic missile attack. USNORTHCOM conducts land and maritime defense, U.S.-only air missions, and civil support. The commands coordinate on many issues, operate within a common security environment, and share a largely integrated headquarters staff.

### **How does NORAD's mission relate to the mission of the Department of Homeland Security?**

NORAD supports the Department of Homeland Security by deterring threats in the air and maritime domains and supporting law enforcement when called upon by civilian agencies.

### **Do you believe that NORAD should continue to have a combined operations and planning staff, and a consolidated command center, with U.S. Northern Command? Why or why not?**

At this time, I do not have an informed opinion on the merits of separate operations and planning staffs for NORAD and USNORTHCOM. However, if confirmed, I will ensure the commands are structured to maximize operational effectiveness.

## **NORTHCOM Joint Task Forces**

**Since the establishment of U. S. Northern Command, several multi-service task forces, e. g., Joint Task Force-Civil Support (JTF-CS), Joint Task Force-North (JTF-North), have been placed under its authority.**

**What is the current status of the Joint Task Force organizations under U.S. Northern Command in terms of mission, organization, planning, personnel allocation, and capability?**

USNORTHCOM currently has two Joint Task Forces organized under U.S. Army North:

Joint Task Force Civil Support provides command and control of Department of Defense incident management forces that respond to catastrophic chemical, biological, radiological, nuclear, and high-yield explosive events.

Joint Task Force North supports counterdrug and border patrol support along the United States-Canada and southwestern United States border, and other operations against transnational threats.

Also, USNORTHCOM's Joint Force Headquarters National Capital Region provides land-based homeland defense, civil support, and incident management in the National Capital Region.

These three task forces operate as multi-Service organizations under USNORTHCOM's authority and are manned to conduct homeland defense and defense support of civil authorities operations, as directed by the President or the Secretary of Defense. Their planning efforts are guided through USNORTHCOM's family of plans for homeland defense and defense support to civil authorities.

## **Counter-Narcotics Efforts**

**Each year the Department of Defense spends several hundred million dollars to counter the flow of illegal drugs into the United States, yet the availability of drugs on the street has not been significantly reduced, and some countries continue to face internal security challenges in responding to this threat. Some of these funds are executed within the NORTHCOM AOR, and some have questioned the effectiveness and focus of our counter-narcotics programs.**

**What role does U. S. Northern Command play in the Defense Department's overall counterdrug mission and organization?**

It is my understanding that USNORTHCOM and its subordinate and component commands support the Department of Defense counterdrug mission in both the domestic arena and with our international host nation partners. Transnational Criminal Organizations (TCOs) are a regional, hemispheric, and global threat to national security

and interests. These transnational threats include drugs and other illicit trafficking activities. USNORTHCOM has a very close relationship with U.S. Southern Command and continues to build closer relationships with the other combatant commands in sharing information and situational awareness of TCO activities. USNORTHCOM also works very closely with its host nation partners within its Area of Responsibility, including its Canadian partners and with The Bahamas on counterdrug matters.

**What is your assessment of the ongoing counternarcotics operations within the NORTHCOM AOR and the geographic seam NORTHCOM shares with U.S. Southern Command (SOUTHCOM)?**

As I understand it, counternarcotics operations in the USNORTHCOM Area of Responsibility are conducted at the local, State, Federal, and bi-lateral level. As Joint Interagency Task Force – South succeeds in interdicting an increasing amount of the traffic heading to North America, Transnational Criminal Organizations (TCOs) quickly adapt to continue the flow of illicit drugs. Drug demand is a significant challenge in our country and the United States, and our neighbors together are trying to approach this and the flow of drugs as a whole-of government(s) approach to the problem.

The geographic boundary between USSOUTHCOM and USNORTHCOM is a key route for drugs to enter Mexico on their way to the United States. My understanding is that the two commands are working closely on a regional approach in support of Mexico, Guatemala, and Belize. The Mexican government's efforts against TCOs have forced drug trafficking activities further south in these border countries where those governments have limited capability and capacity to fight TCOs. If confirmed, I will work to ensure a synchronized, seamless effort across borders between the two Areas of Responsibility. If confirmed, I will also further strengthen the Command's relationship between Joint Interagency Task Force – South and USNORTHCOM's Headquarters and subordinate commands, and continue to facilitate coordinated efforts with interagency and host nation partners.

**How are counterdrug operations coordinated across combatant command boundaries with U.S. Pacific Command?**

Counterdrug operations on the boundaries with U.S. Pacific Command (USPACOM) are coordinated via shared intelligence information among combatant commands, interagency partners, and the National Interdiction Centers, which includes USPACOM's Joint Interagency Task Force – West. I believe synchronization between combatant commands is critical to counterdrug operations, and even more important is bringing to bear the resources of the nation (a whole-of-government approach) to truly achieve unity of effort. If confirmed, I will continue to foster a strong relationship with USPACOM.

**If confirmed, what changes, if any, would you propose?**

If confirmed, I will examine USNORTHCOM's relationship with the other combatant commands and determine if any changes are needed.

**How would you recommend that the success of the Department's counter-narcotics programs be measured?**

As I've served in many capacities over the last ten years of my career as a Commanding General, I've seen that being a Commander is a time for assessing how Command missions are being executed and then taking appropriate actions as needed. If confirmed, I commit to looking closely at the current capabilities and partnering efforts in place, as well as the resultant effects, and provide you my thoughts on this important effort.

**Do you believe that the current programs that the Department is pursuing are the most effective for the region, or should the Department's efforts focus elsewhere?**

If confirmed, I look forward to developing my personal views regarding the Department's programs for Mexico and its neighbors to improve the success of countering the threats from Transnational Criminal Organizations.

**Compared to other missions that you would be responsible for as Commander, NORTHCOM, if confirmed, where would you rank counter-narcotics in terms of its contribution to our national security and the ability of the Department of Defense to make a meaningful contribution?**

I believe that there is no higher priority mission for USNORTHCOM than to defend the United States and its interests. Yet, countering the devastating effects related to the transnational criminal organizations and its importance relative to U.S. national security is a very important mission for USNORTHCOM, and thus I would rank USNORTHCOM's role in counternarcotics high. If confirmed, I look forward to contributing to the counternarcotics effort within the authorities granted to USNORTHCOM.

**There has been a surge in drug-related violence in Mexico over the past year, which has increased the risk of cross-border violence into the United States. Much of the drug supply comes into Mexico across its southern border. The vast majority of Latin America, however, is in the SOUTHCOM AOR, so the security situation in Mexico is an example of the need for a well-coordinated effort between NORTHCOM and SOUTHCOM.**

**What is your vision of how SOUTHCOM and NORTHCOM could work together in a fully coordinated and seamless fashion with respect to Mexico and other security challenges?**

I support the Chairman of the Joint Chiefs of Staff's belief that efforts to disrupt illicit sources and transit zones must be coordinated across North, Central, and South America, and the Caribbean. If confirmed, I welcome the opportunity to work with USSOUTHCOM, the interagency community, and my Mexican counterparts to develop a regional strategy that harnesses the valuable lessons learned from Joint Interagency Task Force – South and the Mexican military's experience in confronting transnational criminal organizations.

**The United States and Mexico announced in 2007, the start of a multiyear, bilateral security agreement called the Mérida Initiative. This Initiative aims to combat drug trafficking and other criminal activity along the U.S.-Mexican border, as well as in Central America. The U.S.-Mexican border is viewed as especially important for U.S. counternarcotics efforts because Mexico is currently the primary point of entry for cocaine and other drug shipments smuggled into the United States.**

**What is your understanding of the Mérida Initiative as it relates to NORTHCOM?**

I believe the Mérida Initiative has placed us on the road to success in terms of the strong U.S. commitment to shared responsibility in countering the threat from transnational criminal organizations in North America. The military contribution to the Mérida Initiative is a relatively modest portion of the total package of support, most of which is law enforcement-related and is now making a significant positive impact in Mexico. The long-term success will depend on Mexico's capacity to sustain and advance short-term gains, and to give communities the confidence that they can restore the rule of law.

**What is your view of the appropriate role of the Department of Defense in countering transnational drug cartels and gangs?**

In my view, the Department's role in countering Transnational Criminal Organizations (TCOs) is one of support for other U.S. Government efforts and our Mexican partners as well. It is my understanding that USNORTHCOM is focused on contributing to the success of the objectives framed by the Beyond Merida Initiative: disrupt TCOs; promote justice, and the rule of law; build strong and resilient communities; and create a 21st century border. To these ends, the Department is focused on contributing the necessary capabilities and support to disrupt, degrade, or defeat TCOs' abilities that would negatively affect the national security and interests of United States and partner nations.

### **Security Relationships with Canada and Mexico**

**The U.S. Northern Command Area of Responsibility includes the land areas of the United States, Canada, and Mexico. The bi-national NORAD Command ensures close cooperation between the United States and Canada on security matters. NORTHCOM has been working with the Mexican military on security cooperation related to Mexico's efforts to counter Transnational Criminal Organizations that are involved in trafficking and causing extraordinary violence. Joint Task Force North (JTF-N) has established itself as a active partner with U.S. law enforcement, mitigating cross border threats posed by trafficking in narcotics, weapons, and humans.**

**What is your assessment of the current security relationship between the United States and Canada?**

Canada and the United States are close friends, allies, and trading partners. U.S. defense arrangements with Canada pre-date WWII and are one of our country's most extensive defense pacts. Canada and the United States view North American defense and security as shared responsibilities. North American Aerospace Defense Command (NORAD) is symbolic of this close defense relationship and has served as the epitome of the unique and long-lasting security cooperation relationship between our nations for over 53 years.

I believe the NORAD and USNORTHCOM relationship with Canada is exceptionally strong, especially the relationship that has been developed with Canada Command. If confirmed, I will be honored to contribute to the long-standing partnership our country shares with Canada.

**What is your assessment of the current security relationship between the United States and Mexico?**

My view is that the current security relationship between the U.S. and Mexican military is at its highest level ever at all echelons of command. If confirmed, I look forward to building upon many personal and professional relationships that have been formed by USNORTHCOM. As discussed between the Presidents of Mexico and the United States in March of 2011, the countries are strategic partners with shared responsibilities in the fight against the transnational criminal organizations affecting the safety and security of North America.

**What is your assessment of the security challenges to the United States posed by Transnational Criminal Organizations (TCOs) in Mexico?**

I believe that in today's increasingly globalized world, the prosperity and security of our friends and neighbors in North and Central America directly impact the welfare of the United States. Narcotics continue to be a significant security challenge to the United States and as long as there is demand within our borders, cash and weapons will continue to find their way into the hands of transnational criminal organizations (TCOs). TCOs not only traffic illicit drugs, they are involved in other significant criminal activity, such as extortion, robbery, kidnapping, trafficking in firearms and persons, and as evident in the 400% increase in violence over the past three years, they are extremely ruthless and brutal. Many of the TCOs are better financed and armed than many of the Mexican law enforcement agencies. This situation presents a substantial security challenge to the United States as it devastates the communities of our Mexican friends.

**What is your assessment of the security situation along the U.S.-Mexico border?**

Responsibility for security along the U.S.-Mexico border falls under the responsibility of the Department of Homeland Security. If confirmed, I look forward to working with the Department of Homeland Security and many others in the interagency community and,

when directed by the President and the Secretary of Defense, providing Department of Defense support to civil authorities.

**Would you characterize USNORTHCOM's efforts to protect our southern border, specifically JTF-N's countering of TCOs, as a success?**

I believe that given the counternarcotics resources applied, yes, I would characterize USNORTHCOM's efforts as successful and making a difference, but this remains an economy of force effort. If confirmed, I look forward to examining USNORTHCOM's efforts to support civil authorities on the border and making a first-hand assessment.

**What is your understanding of NORTHCOM's support to civil authorities operating along the southern border?**

It is my understanding that USNORTHCOM supports civil authorities when directed by the President or the Secretary of Defense. USNORTHCOM has partnered with U.S. Customs and Border Protection and other interagency community partners to provide Department of Defense capabilities along the U.S. southern border.

**What improvements in border protection capability, if any, would you recommend?**

Since the Department of Homeland Security (DHS) is responsible for advocating for border protection capabilities, I would defer this question to the DHS.

**If confirmed, what would be your goals as Commander of U. S. Northern Command for improving security relations with Mexico, and how would you plan to achieve them?**

If confirmed, my primary goal will be to continue to support the Mexican military to combat the threat of Transnational Criminal Organizations (TCOs) as effectively as possible while fully respecting Mexican sovereignty. The Mexican military has been asked by its civilian leadership to actively support Mexican law enforcement agencies to combat TCOs, while respecting Mexico's democratic ideals and the nation's commitment to the Rule of Law and Human Rights. Mexican Security Forces have exhibited exemplary moral, political, and physical courage in combating TCOs. This struggle is being conducted on Mexican soil and Mexican families are being impacted by the recent escalation in TCO-related violence. If confirmed, I support USNORTHCOM plans to continue to increase senior level Distinguished Visitor engagements, Subject Matter Expert Exchanges, Mobile Training Teams, and exercises with the Mexican Military to better counter the TCO threat.

### **Unmanned Aerial Vehicles**

**Unmanned Aerial Vehicle flight within the continental United States is severely restricted including portions of the Canadian and Mexican borders. The Federal Aviation**

**Administration is studying how to integrate unmanned systems and conventionally piloted aircraft in the same airspace.**

**In your view, have airspace restrictions on unmanned aerial systems hindered the development and evolution of these aircraft?**

In my view, airspace management is more of a challenge to Unmanned Aerial Vehicle employment, than it is to development and evolution.

**Would you recommend opening larger parcels of airspace within the continental United States to UAS/UAV over flight?**

It is my understanding that only the Secretary of Defense may approve the use of unmanned aircraft systems for defense support of civil operations, including Federal, State, local, and tribal government organizations. If confirmed, in that case, I would coordinate airspace requirements for an operation with the lead agency.

### **NORTHCOM-State Relations**

**U.S. Northern Command has the primary military responsibility to provide defense support to civil authorities when directed by the President and the Secretary of Defense, including consequence management operations. Such military assistance would support federal assistance to State and local emergency response units.**

**Do you believe it is important for Northern Command to have an understanding of the emergency response capabilities and plans of the various States before a crisis arises, in order to optimize NORTHCOM's consequence management support to civil authorities?**

Yes. It is my belief that State forces for consequence management, including the new Homeland Response Forces, are integral components of the Chemical, Biological, Radiological, and Nuclear (CBRN) Response Enterprise. It is my understanding that the State National Guards, the National Guard Bureau and interagency partners such as the Federal Emergency Management Agency have participated in USNORTHCOM's development of a plan for CBRN response. I believe that this unprecedented level of cooperation will ensure the success of the CBRN Response Enterprise in the whole-of-government response to a CBRN attack or incident.

**If so, how would you plan to ensure that U.S. Northern Command has sufficient knowledge of State emergency response capabilities, including capabilities of National Guard units, capabilities of title 10 Reserve component forces, and a good working relationship with State emergency response leaders?**

I understand USNORTHCOM has an array of initiatives and efforts to sustain awareness of civil support requirements, including robust relationships between Defense Coordinating Officers and Defense Coordinating Elements and state emergency officials

within their Federal Emergency Management Agency regions; the establishment of the Regional Desk Officer program at USNORTHCOM headquarters; direct interaction with their assigned states by Title 10 Deputy Commanders under the Dual-Status Commander concept; and participation in state planning for Homeland Response Forces as part of the Chemical, Biological, Radiological, and Nuclear Response Enterprise. In addition, the Department of Defense has established the policy and procedures to share operational plans with mission critical partners, to include Title 10 Reserve component forces, the National Guard of the States, and the National Guard Dual-Status Commanders. It is my belief that these efforts will enhance shared awareness of state military response plans and requirements. If confirmed, I will continue to support unity of effort in this important area.

### **Force Provision for NORTHCOM**

**U.S. Northern Command has the mission of conducting military operations for homeland defense and, when directed by the President or Secretary of Defense, for providing military assistance to civil authorities, including consequence management for natural disasters and Chemical, Biological, Radiological, Nuclear, and high-yield Explosive (CBRNE) incidents. Yet NORTHCOM has relatively few military forces assigned to it on a permanent basis.**

**What is your understanding of how forces are planned to be allocated to Northern Command for its full range of mission requirements?**

It is my understanding that USNORTHCOM's contingency plans and orders for all assigned missions contain force requirements that are allocated by joint force providers. Forces are not normally identified and sourced until just prior to a planned event or impending incident, or immediately after a no-warning incident. The exceptions are the standing Execute Orders for Chemical, Biological, Radiological, and Nuclear Consequence Management response forces and the Homeland Defense Quick Reaction Force/Rapid Response Force. Additionally, under the Defense Support of Civil Authorities Operations Standing Execute Order, the USNORTHCOM Commander has the authority to place certain military capabilities on a 24-hour prepare-to-deploy order in advance of or in response to a contingency or national emergency.

**If confirmed, how do you intend to ensure that Northern Command will have sufficient forces available to it, properly trained and equipped, to accomplish its assigned missions?**

If confirmed, I intend to use the established Force Allocation Process to identify USNORTHCOM's force requirements for each of its unique assigned missions to the joint force providers to ensure that allocated forces are prepared to support homeland defense and civil support missions. If confirmed, I will ensure that those requirements are matched with trained, equipped, and ready forces that meet USNORTHCOM's mission requirements, using the Defense Readiness Reporting System to review unit readiness and training metrics.

**If confirmed, how will you monitor the personnel, equipment and training readiness of U.S. military forces (active and reserve) for homeland defense mission-essential tasks in support of NORTHCOM's contingency plans, and for its defense support to civil authorities (DSCA) missions?**

I understand that USNORTHCOM has the ability to track the readiness (personnel, equipment and training) of all Department of Defense forces within its Area of Responsibility. This includes both Title 10 and Title 32 forces, using the Defense Readiness Reporting System. For units assigned to USNORTHCOM missions, if confirmed, I will work with the Services and the National Guard Bureau to validate their readiness.

### **NORTHCOM-DHS Relationship**

**The Department of Homeland Security is still a relatively new federal agency, and is continuing to improve its ability to meet its homeland security missions.**

**As the Department of Homeland Security improves and matures its homeland security capabilities, do you expect that will reduce the demands on U.S. Northern Command to provide defense support to civil authorities, including support for crisis response planning?**

It is my understanding that Department of Homeland Security (DHS) capabilities to respond to disasters continues to improve and that the relationship between the Department of Defense (DOD) and DHS is very strong. However, I believe that USNORTHCOM will have an enduring mission to provide DOD support and capabilities to civil authorities in accordance with the National Response Framework.

**What do you consider to be the appropriate role for DOD and U.S. Northern Command's vis-a-vis DHS and State authorities in identifying and validating the dual-use equipment and other requirements associated with defense and homeland security missions?**

It is my understanding that the role of USNORTHCOM, in close coordination with other Department of Defense entities, identifies dual-use equipment required to support civil authorities in natural or man-made disasters. I believe this is an appropriate role for the Department of Defense and if confirmed, I look forward to working with the Department of Homeland Security and the States to identify equipment requirements.

### **Response to Christmas Day Aircraft Bomb Plot**

**There has been considerable confusion about the events surrounding the attempted bombing of a commercial U.S. aircraft over Detroit on Christmas Day 2009.**

**Do you believe that NORTHCOM or NORAD have any responsibility for apprehending, detaining, or interrogating a terrorist suspect who tries to destroy an aircraft in flight inside U.S. airspace? If so, what is that role?**

No. I believe U.S. Law Enforcement Agencies have the sole responsibility for the apprehension, detainment, and interrogation of any individual alleged to have committed a criminal act within U.S. airspace.

### **National Guard**

**There is still debate about the role the National Guard should play in homeland security and defense. In an April 21, 2008 letter to the Committee concerning the recommendations of the Commission on the National Guard and Reserves, Admiral Mullen, the Chairman of the Joint Chiefs of Staff, wrote that, "I have some concerns about the Commission's ideas on enhancing the Defense Department's role in the Homeland. While Reserve Component civil support requirements are important, they should not be of equal importance to DOD combat responsibilities."**

**Do you agree with this view of Admiral Mullen?**

Yes. All of our Armed Forces are organized, trained, and equipped for their primary mission to fight and win our nation's wars. There are key roles the Total Force plays in civil support missions and it is important that our forces remained postured that important mission.

**Do you believe that defending the homeland or civil support should become the National Guard's primary missions?**

No. It is my belief that the National Guard as a part of the Total Force has a critical responsibility in homeland defense and civil support missions, but should not be limited from participating in other vital Department of Defense missions.

**What is the current status of the working relationship between U. S. Northern Command, the National Guard Bureau, and individual state National Guard headquarters?**

It is my understanding that Admiral Winnefeld has greatly enhanced the cooperation and collaboration among USNORTHCOM, the National Guard Bureau, and individual States' Guard headquarters. If confirmed, one of my priorities will be to ensure that these relationships continue to expand and mature as a natural extension of planning and executing USNORTHCOM's missions.

**If confirmed, what type of liaison relationships for planning and operational purposes would you advocate between U. S. Northern Command, the Department of Homeland Security, federal, state, and local first responders, and National Guard units under state authority?**

My experience in Afghanistan and Iraq solidified my belief in strong and transparent relationships with liaisons at all levels to coordinate and collaborate for planning and operational details. If confirmed, I will continue to enhance existing partnerships between all of USNORTHCOM mission partners, and where appropriate, forge new relationships.

### **Dual-status Command Arrangement**

**The Administration, including Defense Department and NORTHCOM leadership, has been working with the Council of Governors to define appropriate means for federal military support to the states in the event of natural disasters or other disasters. This effort has apparently produced agreement on a Joint Action Plan, and on the concept for using “dual-status commanders” in each state to ensure that federal military forces are able to support the needs of the Governors.**

**What is your understanding of the Department’s plan of action with respect to implementing the agreement on a Joint Action Plan?**

My understanding is that the Council of Governors, the Department of Homeland Security, and the Department of Defense endorsed the Memorandum of Agreement with the States earlier this month, paving the way for a Dual-Status Commander in each of the States and territories. I believe that USNORTHCOM supports the Department of Defense position to endorse the Joint Action Plan.

**Do you support this effort to establish appropriate command and control arrangements between the states and the federal government to ensure that federal military forces, including the Reserves, are available to support the needs of the Governors in time of crisis?**

Yes. I understand the dual-status command construct has been agreed to by the Governors and the Department of Defense as a mechanism to strengthen unity of effort and improve speed of response to domestic emergency operations when Federal support has been requested and approved. If confirmed, I intend to continue to support the rapid and effective delivery of capabilities to citizens in need in order to mitigate the effects of major disasters or emergencies, whether natural or man-made, when directed by the Secretary of Defense or the President.

**If confirmed, would you plan to continue working with the Council of Governors to improve coordination and collaboration between the federal and state levels of government on the use of military forces for emergency response?**

I believe that the Council of Governors has been integral in the formulation of the Joint Action Plan for Developing Unity of Effort, advancing the Dual-Status Commander Memorandum of Agreement, and supporting legislation to allow reserve mobilization for events that require Department of Defense support of civil authorities. If confirmed, I welcome the opportunity to work with the Council to continue important progress in many areas aimed at improving our ability to meet our mission requirements and the needs of the citizens we serve.

### **CBRNE Response Capabilities**

**U.S. Northern Command has two primary missions: Homeland Defense and Defense Support to Civil Authorities (DSCA), including preparation for and response to an incident or attack involving Chemical, Biological, Radiological, Nuclear, or high-yield Explosive (CBRNE) materials or weapons, in the NORTHCOM Area of Responsibility.**

**If confirmed, how would you approach the challenge of ensuring adequate military forces, capabilities, and plans to respond to such incidents in support of civil authorities?**

I fully understand that failure is not an option in any CBRN response, and that speed is essential when responding. Moreover, I also understand that our partnership with the National Guard Bureau, the states, and other federal agencies is critical to success, both in planning and in execution.

If confirmed, I intend to leverage my predecessor's efforts in continuing to work closely with the National Guard Bureau, the States, and the Services to ensure all forces established to accomplish this mission are, and remain, properly manned, trained, and equipped, and that response timelines and command and control relationships during execution of this mission are clearly understood and verified.

**There are currently a variety of organizations and units intended for CBRNE response and consequence management, including Joint Task Force - Civil Support (JTF-CS), the Defense Consequence Management Response Force (DCMRF), the U.S. Marine Corps Chemical-Biological Incident Response Force (CBIRF), National Guard Homeland Response Forces (HRFs), National Guard CBRNE Enhanced Response Force Package (CERFP) units, and National Guard Weapons of Mass Destruction Civil Support Teams (WMD-CSTs).**

**If confirmed, how would you plan to manage this mix of capabilities to ensure the best possible response force to support civil authorities in the event of a CBRNE incident, and to avoid unnecessary duplication?**

I understand the existing two CBRNE Consequence Management Response Forces (CCMRFs) have, to this point, provided a responsive and flexible capability with Federally-controlled forces that are trained, equipped, exercised, evaluated, and employed by USNORTHCOM to respond to near-simultaneous incidents. The existing CCMRFs will stand down at the end of this fiscal year to establish the new CBRN Response Enterprise, directed by the 2010 Quadrennial Defense Review (QDR).

I am also aware that the 2010 QDR directed the establishment of regional CBRN response capability by the National Guard, called Homeland Response Forces (HRFs), in order to leverage geographic proximity to quicken the response. I understand that establishment of the HRFs is ongoing, and recognize that challenges are likely as we fully implement the CBRN response enterprise concept.

If confirmed, I will closely partner with the National Guard Bureau, and the States, to ensure implementation of the new CBRN Response Enterprise is completed as directed by the 2010 QDR and that existing forces are ready to answer the call when needed.

**What is your assessment of the ability of the revised DOD Consequence Management Response Forces (DCMRF), as currently constituted, to provide a significant capability to support federal civil authorities in the event of a CBRNE incident?**

My assessment is that each of these forces presents complementary capabilities that enhance an overall CBRN Consequence Management response. I understand that the new Defense CBRN Response Force is a relatively large force (5,200 personnel) that contains the required centralized capabilities to integrate with and support a Federal response under the National Response Framework. These capabilities include search and extraction, patient decontamination, medical triage and stabilization, air and ground casualty evacuation, mortuary affairs, information dissemination, communications, logistics, and a command and control structure to support integration of follow on forces.

If confirmed, I look forward to seeing the readiness and capability of these forces and I will report to the Committee if I determine there are any significant concerns.

**How would you ensure the necessary level of coordination and planning between the DCMRF and National Guard Homeland Response Forces to ensure an adequate response to a CBRNE incident?**

I understand that under the new CBRN Response Enterprise, planning activities are linked between States hosting regional Homeland Response Forces (HRFs) and USNORTHCOM to ensure integration between State and Federal plans. HRF plans are designed to support the States within the Federal Emergency Management Agency

(FEMA) Region and also a national response. Therefore, HRF plans support the USNORTHCOM Concept Plan (CONPLAN) and likewise, the USNORTHCOM CONPLAN supports regional HRF plans. As I understand it, the National Guard Bureau and U.S. Army North have been closely collaborating during the development of these plans and if confirmed, I intend to further strengthen planning relationships and integrate other activities, such as readiness exercises to ensure an adequate, effective, and integrated response.

**Do you believe that U.S. military forces providing Defense Support to Civil Authorities in the event of CBRNE incidents should be under the command of the Commander, U.S. Northern Command?**

When Federal forces respond to a CBRN incident, it would be at the request, and in support of the state governor(s). If Title 10 forces do respond, I believe the Dual-Status Command arrangement may also be identified as a way to command and control these forces to achieve unity of effort. During execution, Federal forces can anticipate mission assignments, as permitted under the National Response Framework, but must always remain in consultation with state governors and the designated Federal primary agency.

### **WMD-CSTs and CERFPs**

**There is now at least one National Guard Weapons of Mass Destruction - Civil Support Team (WMD-CST) in each of the 54 states and territories, and there are 17 National Guard CBRNE Enhanced Response Force Package (CERFP) units. In addition, there are 10 Homeland Response Forces planned, one in each FEMA Region.**

**Do you believe the WMD-CSTs and CERFPs are appropriately organized, sized, trained, and equipped to accomplish their assigned missions?**

It is my understanding that the States' WMD-CSTs are appropriately organized, sized, trained and equipped to accomplish their assigned mission. If confirmed, I will review how USNORTHCOM supports the training and readiness of WMD-CSTs through its Army Component, U.S. Army North to ensure that they can accomplish their missions.

**If not, what changes do you believe are needed?**

If confirmed, as the Department of Defense implements the new CBRN Response Enterprise, I will look for opportunities to recommend adjustments to the Enterprise to ensure a rapid and effective response to mitigate the effects of a CBRN incident on our citizens.

### **Cybersecurity**

**The Department of Defense recently issued its cybersecurity strategy. Cyber threats could affect both our military and civilian sectors in the United States, public and private.**

**What is NORTHCOM's current role in cybersecurity within its Area of Operations, and how does it relate to the cybersecurity role of the Department of Homeland Security?**

The Department of Homeland Security (DHS) is the lead Federal agency for national security policy and programs. I understand USNORTHCOM is in a supporting role to the DHS. USSTRATCOM and its subordinate command, USCYBERCOM, will support the technical aspects of mitigating a major cyber attack. USNORTHCOM, in its role of protecting critical infrastructure within the homeland, will provide physical support to the DHS as part of the defense support of civil authorities' mission. If confirmed, I will work with the DHS to further refine these relationships.

**What is the relationship between NORTHCOM and U.S. Cyber Command?**

My understanding is that USNORTHCOM works with USSTRATCOM and USCYBERCOM on cyber issues ranging from attack mitigation to network defense. USNORTHCOM is generally in support of physical aspects, while USCYBERCOM leads on the virtual front from within the .mil domain.

**Western Hemisphere Institute for Security Cooperation**

**The Western Hemisphere Institute for Security Cooperation (WHINSEC), which replaced the School of the Americas in 2001, has the mission of contributing to theater cooperation activities through the education and training of students in the Western Hemisphere from Canada to Chile. If confirmed, you will be a member of the WHINSEC Board of Visitors.**

**What is the relationship between U. S. Northern Command and WHINSEC?**

The Commander of USNORTHCOM serves on the Board of Visitors (BoV) for WHINSEC, which provides for an opportunity to contribute to the curriculum and ensure compliance with U.S. laws and policy. If confirmed, I look forward to serving on the WHINSEC BoV.

**In your view, does WHINSEC promote the national security interests of the United States in the Western Hemisphere?**

Yes. I see WHINSEC as a school that teaches and influences future Latin American leaders in military topics as well as human rights. It is my belief WHINSEC's education and training have had a significant impact on the Latin American leaders in attendance annually from military, law enforcement, and civilian institutions.

**In your view, how should U. S. Northern Command participate in command oversight and curriculum development?**

It is my understanding that USNORTHCOM is already participating in command oversight and curriculum development for WHINSEC. In addition, the CDRUSNORTHCOM serves on the WHINSEC Board of Visitors (BoV), which reviews and advises on areas such as curriculum, academic instruction, and fiscal affairs of the Institute, and if confirmed, I will continue this support. I believe the WHINSEC BoV reviews provide an invaluable contribution to ensure relevance and consistency with U.S. policy, laws, regulations, and doctrine.

**In your view, what more, if anything, does WHINSEC need to do to emphasize human rights in its curriculum?**

I believe that WHINSEC must continue to emphasize human rights in its curriculum and address the concerns of human rights organizations. If confirmed, I will take a close look at this critical portion of the curriculum and advocate for any changes, if needed.

**In your view, how can WHINSEC improve its outreach efforts to individuals or groups interested in its activities, particularly those who have accused the school of contributing to human rights violations by former students?**

I have not formed an opinion on this critical issue. If confirmed, I look forward to serving on the Board of Visitors and developing initiatives for broadened outreach efforts in support of their overall mission.

**If confirmed, will you attend the WHINSEC Board of Visitor's annual meeting?**

Yes. If confirmed, I will be honored to serve on the WHINSEC Board of Visitors and attend the annual meetings.

**Intelligence Sharing/NCTC**

**What is U. S. Northern Command's role and involvement in developing intelligence assessments regarding terrorist threats?**

It is my understanding that NORAD and USNORTHCOM's Intelligence Directorate receives raw reports, information and analysis from other intelligence agencies and organizations within the Intelligence Community and within the Department of Defense. Command terrorism analysts review this information for threats to the USNORTHCOM Area of Responsibility. This information is analyzed and then developed into original threat assessments that are provided to the Commander, NORAD and USNORTHCOM and component commands, tailored to support unique NORAD and USNORTHCOM missions and responsibilities. This analysis is also provided to the wider Intelligence Community (IC) at large to supplement analysis and assessments generated by the other elements of the IC, adding to the greater collective body of information.

**What intelligence agencies are involved in providing input to U. S. NORTHCOM's staff for the development of intelligence assessments?**

I understand that USNORTHCOM receives and has access to information from all members of the Intelligence Community, as well as members of select federal law enforcement entities. This information provided by other mission partners is the basis for Command analytic assessments and intelligence products. Multiple Intelligence organizations also provide senior liaisons to USNORTHCOM to ensure seamless integration of analysis and operations. USNORTHCOM liaison officers are likewise embedded in the Federal Bureau of Investigation's National Joint Terrorism Task Force, the Department of Homeland Security's Office of Intelligence and Analysis, the National Counterterrorism Center, and Canadian Defence Intelligence staff to ensure a synchronized understanding of significant terrorist threats that could necessitate Command responses or preparedness.

**What is the current relationship between U. S. NORTHCOM and the National Counterterrorism Center (NCTC)?**

It is my understanding that in addition to the terrorism analyst USNORTHCOM assigns to the NCTC, USNORTHCOM terrorism analysts work collaboratively and frequently with NCTC analysts focused on terrorist threats to North America. The Command frequently sends analysts to support NCTC working groups and conferences to ensure Command visibility into developing threats which may impact USNORTHCOM mission sets, particularly Force Protection, threats to the aviation sector, or threats with potential Weapons of Mass Destruction and Consequence Management implications. Command terrorism analysts also periodically augment NCTC analytic elements during National Special Security Events or other special events as appropriate.

**Does NORTHCOM have representatives located at the NCTC on a daily basis? If so, what are their functions and responsibilities? If not, why not?**

Yes. USNORTHCOM has a full-time civilian intelligence officer billet assigned to the Directorate of Intelligence in the NCTC. Additionally, USNORTHCOM has assigned an active duty officer as an operations representative to the Directorate of Strategic Operational Planning at the NCTC. The objectives for these arrangements are to produce homeland threat analysis for the NCTC, while ensuring the Command has visibility into homeland threats that may affect USNORTHCOM mission sets.

**Do you believe NORTHCOM representatives at NCTC have the access to intelligence needed to fully perform their functions?**

It is my understanding that USNORTHCOM's analyst embedded in the NCTC has excellent access to terrorist threat information, including information not shared directly with the Command or other Department of Defense elements. USNORTHCOM continues to work with NCTC to find the balance between greater information sharing and protecting sensitive operations, investigations, and sources.

**How do posse comitatus, privacy restrictions, and other laws and regulations concerning the collection of intelligence within the United States, affect the way U. S. NORTHCOM receives and uses intelligence?**

It is my understanding that USNORTHCOM is extremely careful to comply fully with intelligence oversight law and policy in conducting all intelligence activities in support of its mission. If confirmed, I will work hard to ensure all intelligence activities conducted in support of USNORTHCOM operations continue to be reviewed by intelligence oversight specialists, thus ensuring the Command completely complies with law and policy.

**Ballistic Missile Defense**

**One of Northern Command's missions is the defense of the United States against the threat of limited ballistic missile attack from nations such as North Korea and Iran. The February 2010 Ballistic Missile Defense Review report stated as one of its policy priorities: "Before new capabilities are deployed, they must undergo testing that enables assessment under realistic conditions."**

**Do you agree that it is essential that our deployed ballistic missile defense systems are operationally effective?**

Yes. Our deployed missile defense system provides a defensive capability against a limited number of missiles launched by potential adversary rogue nations. The spiral development process used to develop this capability relies in part on ensuring the defensive capabilities we have are indeed operationally effective. If confirmed, I will continue to work with all responsible agencies to ensure the system is operationally effective.

**Do you agree that it is important to conduct operationally realistic flight tests to demonstrate the operational capability and reliability of the Ground-based Midcourse Defense (GMD) system?**

Yes. The ballistic missile defense capability now fielded used a capability-based development process. This process allowed the United States to rapidly field a capability to meet the emerging threat posed by rogue nations developing long-range ballistic missiles. An essential part of that development process is an operationally-realistic testing program to verify the capabilities being fielded and ensure a complete understanding of those capabilities by all of the commands and agencies who support this mission and will employ these systems. Because our missile defense capabilities were tested and then fielded following processes to ensure operational effectiveness, we have a more complete understanding of our missile defense capabilities, and can continue to improve those capabilities over time to ensure we outpace developments in the threat.

**Do you support the continued modernization and sustainment of the GMD system?**

I believe that continued modernization ensures the Ground Missile Defense (GMD) system will pace ahead of the threat. Continued sustainment of the GMD system ensures that the capabilities the Missile Defense Agency has already developed and fielded will be ready when needed.

**Do you believe that understanding and correcting the GMD program should be the Missile Defense Agency's highest priority?**

If confirmed, I will work with the Director of the Missile Defense Agency to balance the needs to continually assess and maintain our current system with development of future capabilities, as I explain my requirements as the combatant commander responsible for operation of the ground missile defense system.

**The GMD system has experienced two successive flight test failures, and the Director of the Missile Defense Agency (MDA) is working to fully understand and correct the problems that caused the December 2010 flight test failure, including verifying the correction with two flight tests, before resuming production of the kill vehicles for GMD interceptors.**

**Do you agree that we should verify the successful correction of the flight test failure problem through extensive testing, and demonstrate that the system works before resuming production of the interceptor kill vehicles?**

Yes. I understand the ballistic missile defense system is based on a design, test, fix, and deploy process. The Missile Defense Agency's efforts to do extensive analysis of the failure and follow that with several tests to verify the success of the fix prior to continuing production and delivery of new Exoatmospheric Kill Vehicles (EKVs) is in line with this process. Fixing the EKV problems now on the production line will ensure we do not need to potentially invest additional dollars in the future to repair faulty EKV's.

**What priority would you give to the funding of planned work deferred as a result of such remediation efforts?**

The Ballistic Missile Defense Review stated homeland defense is the primary concern for any current or future Ballistic Missile Defense and Ground-Based Missile Defense programs. I understand the Missile Defense Agency continues to keep that foremost in their development of all ballistic missile capabilities. If confirmed, I will work with the Missile Defense Agency, as well as combatant commanders and agencies supporting missile defense capabilities, to ensure the systems we need for future threats is appropriately balanced against the risk of any deferment of work.

## **Missile Defense Cooperation with Russia**

**The United States and NATO are pursuing efforts at missile defense cooperation with Russia against common missile threats from Iran. President Obama has made clear that any such cooperation would not limit U.S. or NATO missile defense capabilities.**

**Do you agree that missile defense cooperation with Russia could enhance our security and, if so, what security benefits do you believe might be available through such cooperation?**

Yes. The Ballistic Missile Defense Review outlined opportunities to partner with Russia to enhance overall missile defense security. Missile defense capabilities provide a mutually beneficial path to deter rogue nations and terrorist organizations from deploying and employing ballistic missiles. By cooperating with Russia, we can focus on the deterrence benefits that such capabilities provide and strengthen each nation's overall defensive capabilities without limiting either's national interests. I believe there is little political or defensive cost to pursuing such cooperation and much to be gained by doing so.

**Do you believe that the U.S. is committed to the continued development of U.S. missile defense systems, including qualitative and quantitative improvements, should go forward without regard to Russian objections?**

It is my belief that the pace of our missile defense development should be based on how the threat develops in order to stay ahead of that threat. I believe there is great opportunity to work with the Russians, given our mutual concerns for the defense of our nation's individual interests, while adequately addressing their concerns over the development of our defensive capability and capacity.

## **Other Military Cooperation with Russia**

**The United States and Russia are engaged in a variety of security cooperation efforts. Last year, the two nations conducted a joint exercise simulating a coordinated response to a hijacked aircraft crossing into our respective airspace, an exercise named "Vigilant Eagle."**

**Do you believe such exercises and cooperative efforts enhance our security and, if confirmed, would you plan to continue such cooperation and other military-to-military contacts?**

Yes. I strongly believe cooperative exercises like VIGILANT EAGLE enhance national security, and if confirmed, I will fully support continuation and expansion of this type of military-to-military contact. Bilateral exercises enhance our security in a variety of ways and serve as a template for future exercise events. These efforts expand transparency and cooperation between NORAD and the Russian military, fostering shared understanding and mutual respect. From an operational perspective, these exercises serve a very real

purpose by testing and validating procedures between NORAD and Russian Federation Air Force (RFAF) in the event of an airborne terrorist event (e.g., a hijacked aircraft that transits between the NORAD and RFAF Areas of Operations). If such an event would transpire, both NORAD and the Russian Federation will be much better prepared to deal with the emergency.

## **Cruise Missile Defense**

**U.S. Northern Command and North American Aerospace Defense Command have responsibilities for warning and defending the United States against airborne threats, including cruise missiles.**

**Relative to cruise missile defense, what do you believe should be the relationship between the Joint Integrated Air and Missile Defense Organization (JIAMDO) of the Joint Staff, on the one hand, and NORTHCOM and NORAD, on the other hand?**

I believe the work that the Joint Integrated Air and Missile Defense Organization (JIAMDO) and NORAD and USNORTHCOM are doing is inextricably linked. Previous commanders have developed a great working relationship with JIAMDO over the years and, if confirmed, I will continue to cultivate that partnership through our liaison officers and direct interaction at all levels.

**Relative to the full spectrum of threats to the United States, how would you assess the cruise missile threat to the United States and its territories?**

I believe that although a cruise missile attack is possible, it is unlikely to occur from a nation state without significant indications, warnings, and a deterioration of relationships; I also believe terrorists will continue to focus on less technical and less expensive means to attack the United States. Based on that, I believe the threat of a cruise missile attack is low, but if confirmed, I will continue to pursue efforts to ensure we have a robust capability to defend against such attacks.

**If confirmed, what capabilities would you prioritize to address this threat?**

If confirmed, I will consider numerous ongoing initiatives such as improvements to the Wide Area Surveillance network to meet cruise missile and other low altitude threats to North America. If confirmed, I would also continue to support ongoing efforts that the Services and interagency community are making to upgrade fighter aircraft and ground-based missile defense radars to detect and, if required, engage and destroy low radar-cross section and low altitude targets. In addition, if confirmed, I will emphasize the continued need for a rapidly-deployable integrated air and missile defense capability that can be used to protect national, high-interest security venues or critical infrastructure when required.

## **Continental Air Defense**

### **How has the continental air defense mission changed since the end of the Cold War and the events of September 11, 2001?**

Both the mission and threat have changed significantly. Prior to the end of the Cold War, and as recently as September 11, 2001, NORAD was very much focused on looking to deter, detect, and defend against external threats approaching the United States and Canada from beyond our borders. However, since September 11, 2001, effectively executing the air defense mission now requires NORAD to look not only outward, but also within the borders of the United States and Canada to deter, detect, and defend against asymmetric threats originating from within our borders.

### **Do you believe that current U. S. continental air defense capabilities are adequate to meet national security needs?**

Yes. NORAD successfully defends the skies of the United States and Canada employing early warning radars, fighter aircraft, tanker aircraft, air/ground-based communication systems and ground-based missile systems as required to maintain aerospace control of the U.S. and Canada. NORAD also maintains a close relationship with the interagency community, sharing a network of vital information and intelligence necessary to provide a common operating picture to support air-control and air-intercept missions. NORAD continues to evaluate and upgrade its air defense capabilities to defend against not only traditional airborne threats, but new and emerging airborne threats.

### **If confirmed, what capabilities and programs would you prioritize to address any identified deficiencies?**

If confirmed, I will review NORAD's air defense capabilities to assess their ability to meet national security needs. Should I identify any deficiencies, I will work with the Joint Staff and the Services to validate those requirements.

## **Maritime Warning and Maritime Domain Awareness**

### **NORAD has gained the mission of Maritime Warning for North America. How does this mission fit into the larger Maritime Domain Awareness mission, and what role do you expect NORAD and NORTHCOM to have in Maritime Domain Awareness in the near term?**

It is my understanding that the NORAD Maritime Warning mission relies upon Maritime Domain Awareness (MDA) to develop a comprehensive shared understanding of the maritime operational environment and to issue bi-national warnings of maritime threats or attacks against North America. The Commander of NORAD and USNORTHCOM coordinates with adjacent geographic combatant commanders, U.S. Government partner agencies, adjacent nations, and the commercial/private sector to further expand MDA in the NORAD Area of Operations and the USNORTHCOM Area of Responsibility

through information sharing agreements, plans development, cooperative training, and acquisition of MDA sensors/tools.

If confirmed, I will look into the efficacy of the current NORAD Maritime Warning mission and provide the Committee my views on this after I have had the opportunity to look at this further.

### **Arctic Region Mission**

**The 2011 Unified Command Plan realigned the boundaries of Combatant Command areas of responsibility (AOR) in the Arctic region. USNORTHCOM's AOR now includes the Bering Strait and the North Pole. USNORTHCOM was also tasked to become the Department of Defense's advocate for Arctic capabilities.**

**What is the practical effect of this assignment, and how has it changed NORTHCOM planning and operations?**

The April 2011 Unified Command Plan (UCP) expands the roles and responsibilities of USNORTHCOM by identifying USNORTHCOM as the Department of Defense advocate for Arctic capabilities. The UCP also identifies two combatant commands with distinct areas of responsibility in the Arctic: United States European Command (USEUCOM) and USNORTHCOM. If confirmed, I look forward to reviewing and validating the USNORTHCOM Commander's Estimate on the Arctic, which I understand is in the final stages of coordination.

**What specific programs, if any, will you put in place if confirmed to identify and develop capabilities to protect and defend American sovereignty and interests in the Arctic region?**

If confirmed, I look forward to working with the Department, the interagency community, and international partners to examine what programs might be necessary to identify and develop capabilities needed to protect and defend our sovereignty.

### **Law of the Sea Convention**

**Do you support United States accession to the Law of the Sea Convention? If so, please explain why.**

Yes, I believe that joining the Convention protects and advances a broad range of U.S. interests, including navigational mobility and offshore resources. The Convention would protect and advance U.S. interests, bolster our national security, secure U.S. rights over extensive marine areas, and give the United States a seat at the table when our vital interests are at stake.

## Congressional Oversight

**In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.**

**Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?**

Yes

**Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?**

Yes

**Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as Commander, U. S. Northern Command, and Commander, NORAD?**

Yes

**Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?**

Yes

**Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?**

Yes