

**Advance Policy Questions for Kenneth Rapuano**  
**Nominee for Assistant Secretary of Defense for Homeland Defense and Global Security**

**Department of Defense Reforms**

**The National Defense Authorization Act for Fiscal Year 2017 included the most sweeping reforms since the Goldwater-Nichols Department of Defense Reorganization Act of 1986.**

**Do you support these reforms?**

Yes, if confirmed, I will comply with the law, and work with colleagues in the Department and with the defense committees to understand their impact and determine how best to implement these changes for the future betterment of the Department.

**What other areas for defense reform do you believe might be appropriate for this Committee to address?**

Currently, I do not believe that further reforms are required.

**Duties and Qualifications**

**Section 138 of title 10, United States Code, provides that the Assistant Secretary of Defense for Homeland Defense and Global Security is responsible for the overall supervision of the homeland defense activities of the Department of Defense.**

**What is your understanding of the duties and functions of the Assistant Secretary of Defense for Homeland Defense and Global Security?**

My understanding of the duties and functions of the Assistant Secretary of Defense for Homeland Defense & Global Security is consistent with those described in DoD Directive 5111.13, as well as other applicable DoD directives, with the exception of the duties and functions for Western Hemisphere security policy, which has been transferred within the Office of the Under Secretary of Defense for Policy to the Assistant Secretary of Defense for International Security Affairs (ASD(ISA)). In addition, the duties and functions for cyberspace, space, and countering weapons of mass destruction policies are also the responsibility of this Assistant Secretary.

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

My professional background includes over 30 years of experience working on national and homeland security issues in the military, Federal Government, private sector, and academia. I believe I have substantive expertise and leadership experience providing me with the background and skills necessary to serve successfully, if confirmed, as Assistant Secretary of Defense for HD & GS.

My career-long focus on and direct involvement in the development and implementation of U.S. national security, counterterrorism, and homeland security initiatives has provided me with a deep understanding of the missions, authorities, resources, and constraints of federal departments and agencies with homeland security and homeland defense responsibilities. As Deputy Homeland Security Advisor to the President in the Bush Administration I chaired the Deputies Committee process for coordinating the development and implementation of homeland security and homeland defense policies across the federal government, with state and local governments, and the private sector.

I believe I also have the leadership and management skills to perform effectively as Assistant Secretary of Defense for HD &GS. I have managed large staffs in previous positions in the federal government, military, and private sector, and have considerable experience achieving goals in cross-cutting mission areas requiring buy-in and collaboration from multiple stakeholders.

### **Major Challenges and Priorities**

#### **In your view, what are the major challenges that will confront the Assistant Secretary of Defense for Homeland Defense and Global Security?**

I would characterize the threat as evolving and changing, and believe that adapting our security posture to emerging threats will be a continuing challenge. The Homeland is no longer a sanctuary. The growing sophistication and proliferation of threats, such as cyber and space, ballistic and cruise missiles, CBRN materials, diseases of security concern, and unmanned technologies, combined with the growing number of nations and non-state actors with access to them, continue to increase risk to the Homeland and mission assurance. DoD must continuously adapt and improve Homeland Defense risk management decision-making to account for these multi-domain, multi-functional capabilities of a growing number of strategically significant actors who present real and present threats to the Homeland. Russia, China, Iran, North Korea, and transnational violent extremism (4+1 challenges) are capable of varied attacks against North America and in the Pacific across multiple domains, from multiple approaches, and at increasingly greater ranges. Such threats may not only impact the U. S. populace, but may also impact the ability of the Department to deploy forces in support of overseas operations.

#### **If confirmed, what priorities and plans do you have for addressing these challenges?**

If confirmed, I would maintain support for the key issues I outlined above by actively addressing them in key Department of Defense and interagency processes, including the Planning, Programming, Budgeting, and Execution (PPBE) processes, strategic reviews inside the Department, and the interagency Policy Coordination Committee (P CC) process.

If confirmed, I would continue to build upon and improve the outstanding efforts the Department of Defense has devoted to protecting the homeland from a major terrorist attack or an attack using a weapon of mass destruction, to include planning and preparing for the response to catastrophic incidents in the United States. I would also focus attention on the Department's efforts ensuring that its approach to force protection is keeping pace with the current terrorist threat in the homeland and abroad.

An important priority will be to develop and improve comprehensive, cross-cutting, risk-mitigated capabilities and plans that ensure successful execution of the Department's essential functions. We must outthink our adversaries and anticipate uncertainty in our planning and capability development.

If confirmed, I would also devote special attention to the challenge of building the cyberspace workforce, expanding DoD's operational capabilities, and continuing to rationalize the complex funding streams that support cyberspace initiatives.

### **Relations with Congress**

**What are your views on the state of the relationship between the Assistant Secretary of Defense for Homeland Defense and Global Security and the Senate Armed Services Committee in particular, and with the Congress in general?**

My sense is that the relationship is very good. I would strive to continue a strong working relationship and look for ways to enhance it.

**If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between the Congress and the Office of the Assistant Secretary of Defense for Homeland Defense and Global Security?**

If confirmed, I would actively engage with the Congress to build a productive relationship.

### **Torture and Enhanced Interrogation Techniques**

**Do you support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2-22.3, issued in September 2006, and in DOD Directive 2310.01E, the Department of Defense Detainee Program, dated August 19, 2014, and required by section 1045 of the National Defense Authorization Act for Fiscal Year 2016 (Public Law 114-92)?**

Yes.

### **Combating Terrorism Roles and Responsibilities**

**Please specify what combating terrorism activities will be under the jurisdiction of the Assistant Secretary of Defense for Homeland Defense and Global Security, particularly domestic antiterrorism activities.**

As I understand it, the Assistant Secretary of Defense for Homeland Defense and Global Security advises the Secretary of Defense on all domestic counterterrorism and consequence management matters. I understand that the specific counterterrorism activities that reside under the Assistant Secretary of Defense for Homeland Defense and Global Security include providing

critical staff support to the Secretary of Defense regarding support requested by the Attorney General, or as directed by the President of the United States, to combat terrorism within the United States, and on matters involving terrorist use of weapons of mass destruction worldwide. I understand that the Assistant Secretary of Defense for Homeland Defense and Global Security, also advises the Secretary of Defense on global antiterrorism and force protection policies, in close coordination with the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, the geographic Combatant Commanders, and other key stakeholders in the Department.

**What Defense Department official or officials will be responsible for the Department's activities combating terrorism that are not under the jurisdiction of the Assistant Secretary of Defense for Homeland Defense and Global Security?**

The Under Secretary of Defense for Policy has the overall lead for DoD combating terrorism policy oversight. If confirmed, I would work closely with the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)) and with the Under Secretary of Defense for Intelligence (USD(I)) to achieve the Secretary of Defense's objectives and proper alignment of DoD combating terrorism activities.

Additionally, the Geographic Combatant Commanders have tactical control for force protection of all DoD personnel within their areas of responsibility, with the exception of DoD personnel for whom the chiefs of U.S. diplomatic missions have security responsibility. If confirmed, I would work closely with both the Combatant Commanders and the Department of State to ensure that all DoD personnel serving overseas, including those at U.S. missions and embassies, have appropriate antiterrorism protection.

**What steps will you take to ensure that the Department's efforts are focused and well-coordinated in this critical area of homeland defense?**

If confirmed, I would work closely with the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and with the Under Secretary of Defense for Intelligence to achieve the Secretary of Defense's objectives in this critical area of homeland defense.

I would also use DoD's Mission Assurance Coordination Board, which the ASD for Homeland Defense and Global Security leads, to ensure that the Department's efforts are focused and coordinated on antiterrorism and force protection issues. DoD's Mission Assurance Senior Steering Group integrates mission-related security issues of mutual interest with other executive committees and efforts within the Department.

**In your view, what is the extent of the current threat to the U.S. homeland of terrorist extremists both from outside the United States and from within the United States and how would you characterize the threat—low, medium, or high?**

I would characterize the threat as significant, enduring, and less predictable than in years past, with individual threat streams varying in their frequency and severity.

Based on my understanding of the current threat to the U.S. homeland, homegrown violent extremists remain the most frequent and unpredictable terrorist threat to DoD personnel and facilities across the country. While the United States has made progress against external threats from core al-Qa'ida (AQ), the Islamic State of Iraq and Syria, and AQ in the Arabian Peninsula, these foreign terrorist organizations maintain the intent and capability to target the Homeland and will continue to attempt to inspire, enable, and direct attacks against U.S. interests.

If confirmed, I look forward to working closely with the Intelligence Community to prevent an attack against the United States.

### **Difference between Homeland Defense and Homeland Security**

**Please describe your understanding of the differences between the role of the Department of Homeland Security and the Department of Defense's homeland defense mission.**

My understanding is that the Department of Defense and Department of Homeland Security have complementary and mutually supporting roles, missions, and responsibilities. Homeland security is a concerted national effort to prevent terrorist attacks in the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. Homeland defense is the protection of U.S. sovereignty, territory, domestic population, and critical defense infrastructure against external threats and aggression or other threats as directed by the President.

**Do you agree that the Department of Defense should not be responsible for homeland security, but may serve in a supporting role to assist civilian federal agencies, as directed by the President or Secretary of Defense?**

Congress, in the Homeland Security Act of 2002, specified that the primary mission of the Department of Homeland Security is to: prevent terrorist attacks within the United States; reduce the vulnerability of the United States to terrorism; and minimize the damage, and assist in the recovery, from terrorist attacks that occur within the United States. As necessary, and consistent with the law, the Department of Defense provides support to the Department of Homeland Security in the execution of its homeland security missions.

### **Relationship with the Department of Homeland Security**

**The establishment of the Department of Homeland Security was one of the U. S. Government's largest cabinet-level reorganizations in the last 50 years. Despite this reorganization, the Department of Defense will continue to play an important role in providing Defense Support of Civil Authorities for federal responses to certain domestic incidents, as directed by the President or the Secretary of Defense.**

**Please describe your understanding of the relationship between the Department of Defense and the Department of Homeland Security, particularly with respect**

**to Defense Support of Civil Authorities and cyber security.**

It is my understanding that the Department of Defense and the Department of Homeland Security have a close working relationship due to their complementary homeland defense and homeland security responsibilities, and the need for a close and well-exercised relationship for the rapid execution of Secretary of Defense-approved Defense Support of Civil Authorities missions as requested by the Department of Homeland Security, including in response to domestic disasters, emergencies, and cyber incidents.

**If confirmed, what role would you play in the direction and coordination of Defense Department activities with the Department of Homeland Security?**

If confirmed, I would be responsible for the overall supervision of the homeland defense activities of the Department, as well as coordinating the planning and execution of Defense Support of Civil Authorities missions in support of the Department of Homeland Security. If confirmed, my goal would be to continue this strong relationship between the Departments of Defense and Homeland Security.

**Defense Support of Civil Authorities**

**The Assistant Secretary of Defense for Homeland Defense and Global Security has primary responsibility for Defense Support of Civil Authorities (DSCA), particularly support to the Department of Homeland Security and its components, for responses to natural and man-made disasters in the United States.**

**Please describe your general understanding of the roles and responsibilities of the Department of Defense in providing DSCA, and the roles and responsibilities of other federal agencies in responding to domestic disasters.**

The Department of Defense plays an important role. It supports civil authorities in response to domestic disasters. Normally, the Department of Defense provides disaster support to the Federal Emergency Management Agency or another lead Federal agency, when directed by the President, or when the Secretary of Defense has approved a request for assistance pursuant to the Stafford Act or the Economy Act.

Under the Homeland Security Act of 2002, as amended by the Post-Katrina Emergency Management Reform Act of 2006, the Administrator of the Federal Emergency Management Agency is the principal advisor to the President, the Homeland Security Council, and the Secretary of Homeland Security for all matters relating to emergency management in the United States. The Administrator is responsible for providing the Federal Government's response to terrorist attacks and major disasters, including managing such response.

Consistent with the National Response Framework, the Federal Government and many State governments organize their response resources and capabilities under the Emergency Support Function (ESF) construct. The 14 Federal ESFs bring together the capabilities of Federal departments and agencies and other national-level assets to perform such functions as

transportation, public works and engineering, mass care and temporary housing, logistics, public health and medical services, and search and rescue.

**Under current law, when the Department of Defense provides DSCA, what are the responsibilities of other federal agencies for paying for or reimbursing the Department for such support?**

During an emergency or disaster, when the Department supports FEMA under the terms of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the Department is reimbursed by FEMA for civilian overtime, temporary duty expenses, and the operational and maintenance costs of providing the support. DoD is not reimbursed for the pay and allowances of personnel providing the support.

When DoD supports other Federal departments and agencies under the Economy Act (Title 31, U.S. Code, Section 1535), DoD is reimbursed for all support costs, including the pay and allowances of the personnel providing the support.

Under the Presidential Protection Assistance Act of 1976, when the Department provides temporary support to the Secret Service that is directly related to the protection of the President or Vice President, the support is provided on a non-reimbursable basis. When support is provided to the Secret Service for other protected persons, DoD is reimbursed for its expenses.

**Defense Critical Infrastructure Program**

**The Assistant Secretary of Defense for Homeland Defense and Global Security is responsible for overseeing Defense Department efforts and programs to protect defense critical infrastructure in the United States.**

**If confirmed, what plans, approaches, and priorities would you have for ensuring that the Defense Critical Infrastructure Program is functioning properly?**

If confirmed, ensuring the resilience of DoD's critical infrastructure, both within and outside DoD's control, would be a priority for my organization. I understand that DoD's mission assurance framework continues to align the Department's security, protection, and risk management programs and activities to improve the resilience of DoD's critical infrastructure overall. As part of this mission assurance effort, if confirmed, I would also co-chair the cross-Department Mission Assurance Executive Steering Group (MA-ESG) where I would review plans, approaches and priorities and make recommendations to the Under Secretary of Defense for Policy to ensure adequate measures are taken for the protection of defense critical infrastructure in an all-hazards environment to ensure mission execution.

If confirmed, ensuring the resilience of DoD's critical infrastructure, both within and outside DoD's control, would be a priority for my organization. I understand that DoD's mission assurance framework provides for alignment, synchronization, and integration with the Department's security, protection, and risk management programs and activities to improve the resilience of DoD's critical infrastructure overall. As part of this mission assurance effort, if

confirmed, I would also co-chair the cross-Department Mission Assurance Executive Steering Group (MA-ESG) where I would review plans, approaches and priorities and make recommendations to the USD(P), who is responsible for the defense security enterprise, regarding adequate measures to be taken to protect defense critical infrastructure in an all-hazards environment to ensure mission execution.

### **Installation Security**

**The security of U.S. military installations—both at home and abroad—has been a longstanding priority for the Senate Armed Services Committee.**

**If confirmed, what would be your priorities for ensuring an adequate level of security for military installations in the United States?**

If confirmed, I would work to ensure the effectiveness of Department of Defense antiterrorism and protection policies in detecting, deterring, preventing, and responding to threats directed at DoD installations, facilities, and personnel, including their families. I would also work to ensure that adequate authorities and resources are provided to execute these policies. In addition, I would work to ensure that the Department of Defense is working closely with its Federal, State, local, and tribal partners in establishing a mutually supportive protective posture inside and outside DoD installations and facilities.

Although the Under Secretary of Defense for Intelligence is the principal staff assistant for physical security, if confirmed, I would leverage the Mission Assurance Coordination Board to ensure antiterrorism and physical security policies work together to focus on risk mitigation. I would ensure Department efforts are coordinated to provide defense-in-depth using tailored procedures, select technologies and well-trained personnel to reduce risk and mitigate potential threats. In addition, I would encourage DoD Components to share access control information and continuously vet individuals against U.S. criminal and terrorist databases. Finally, I would work to ensure antiterrorism policy is consistent with DoD physical security and installation emergency management policy, as part of the overall DoD Mission Assurance effort.

### **Defense Continuity and Mission Assurance**

**The Assistant Secretary of Defense for Homeland Defense and Global Security has primary responsibility for the Defense Continuity Program and for Department of Defense Mission Assurance in the United States.**

**What is your understanding of the roles and responsibilities of the Assistant Secretary of Defense for Homeland Defense and Global Security with respect to the Defense Continuity Program and Mission Assurance?**

Under the authority, direction, and control of the Under Secretary of Defense for Policy



(USD(P)), the Assistant Secretary of Defense for Homeland Defense and Global Security has two major responsibilities for the Defense Continuity Program. The first is to develop, coordinate, and oversee implementation of Defense continuity policy (which includes activities supporting continuity of operations, continuity of government, and enduring constitutional government). The second is to develop and oversee a comprehensive continuity program including continuity plans to support the Secretary, the Deputy Secretary, their senior and supporting staffs, and the DoD Components in collaboration with the Chairman of the Joint Chiefs of Staff.

**If confirmed, what would be your priorities for accomplishing these important missions?**

It is imperative that the Department to maintain the ability to provide senior leaders a clear understanding of options and risks to mission accomplishment. It is also essential that we provide the Department's senior leaders with tools and resources that allow for enhanced flexibility, mobility, resilience, and survivability during times of crisis in order to support the Secretary of Defense. Defense Continuity and Mission Assurance provide this important capability to ensure resiliency and readiness.

If confirmed, one of my Defense Continuity Program priorities would be to continue modernization of selected DoD continuity capabilities to improve readiness and resilience while incorporating operational efficiencies. I believe that our approach must consider innovative policies and plans, as well as shared resources and enhanced mobility.

**CBRN Consequence Management Enterprise**

**Among the specialized capabilities that the Defense Department can provide to civil authorities are the Chemical, Biological, Radiological, and Nuclear (CBRN) consequence management response forces. These comprise a mix of National Guard and Active Component forces and units, both large and small.**

**Please describe your understanding of the composition and role of the Defense Department's CBRN consequence management enterprise, the circumstances under which they could be used, and the role of National Guard capabilities in responding to both state and federal CBRN incidents.**

As I understand, the Department of Defense uses the Total Force approach to meet the requirement - some 18,700 personnel, CBRN response-capable units from the Active Component, Reserve Component, and National Guard to provide a wide range of capabilities to save lives and protect property. The CBRN Response Enterprise is composed of 57 National Guard Weapons of Mass Destruction Civil Support Teams (WMD-CSTs) (one in every State and territory, and two in the States of California, Florida, and New York), 17 National Guard CBRN Enhanced Response Force Packages (CERFPs) (based in Alabama, Colorado, Florida, Hawaii, Illinois, Indiana, Kentucky, Louisiana, Maine, Minnesota, Nebraska, Nevada, Oregon, Puerto Rico, Virginia, West Virginia, and Wisconsin), 10 National Guard Homeland Response

Forces (HRFs) (one in each Federal Emergency Management Agency Region), one Federal Defense CBRN Response Force (DCRF), and two Command and Control CBRN Response Elements (C2CREs).

CBRN Response Enterprise units support civil authorities in response to domestic CBRN incidents. Given the potential for surprise attacks within the United States, the Department of Defense organized the CBRN Response Enterprise to have enhanced lifesaving capabilities, increased flexibility, and reduced response times. This is why a substantial part of the CBRN Response Enterprise is composed of National Guard units, which can, under State command and control, be directed by their Governors to respond to a CBRN incident within a State or region more rapidly. In exigent circumstances, and consistent with the law, these National Guard units may be ordered to active duty to augment the Federal CBRN response. As necessary, Federal CBRN Response Enterprise units, at the direction of the President or as requested by the Administrator of the Federal Emergency Management Agency and approved by the Secretary of Defense, will augment the Federal Government's assistance to the States.

**If confirmed, what would be your role with regard to the oversight, training, certification, coordination, and employment of the Defense Department's CBRN consequence management response forces?**

If confirmed, I would be responsible for developing, coordinating, and overseeing Defense policy for DSCA plans and activities, including force readiness, commitment, and employment to conduct DSCA activities, including CBRN response. I would also work with USNORTHCOM and the National Guard Bureau to ensure that the Department's CBRN Response Enterprise maintains its readiness.

In accordance with section 2313 of title 50, U.S. Code, the Assistant Secretary of Defense for Homeland Defense and Global Security is responsible for coordinating Department of Defense assistance to Federal, State, and local officials when responding to threats involving chemical, biological, radiological, nuclear, and high-yield explosives weapons or related materials or technologies. This includes assistance in their identification, neutralization, dismantlement, and disposition. Therefore, if confirmed, I would have this responsibility as well.

### **Relationship with U.S. Northern Command**

**U.S. Northern Command was established in October 2002 with the mission of conducting operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories, and interests within the Command's assigned area of responsibility, and, as directed by the President or Secretary of Defense, to provide military assistance to civil authorities, including consequence management operations.**

**If confirmed, how do you anticipate you would coordinate roles and responsibilities with the Commander of U.S. Northern Command?**

If confirmed, I would work closely with the Commander of the North American Aerospace Defense Command and U.S. Northern Command. I would also work with the Commander of United States Pacific Command to support the efforts of the Under Secretary of Defense for Policy, Secretary, and Deputy Secretary, particularly in the areas of homeland defense and DSCA strategy and policy, contingency planning, and policy oversight of operations.

**How do you anticipate that the Assistant Secretary of Defense for Homeland Defense and Global Security and the Commander of U.S. Northern Command will coordinate with other federal and State entities in planning for responses to catastrophic events that might require Defense Department support?**

If confirmed, I expect to work closely with the Commander of U.S. Northern Command and the Commander of U.S. Pacific Command to ensure that Department of Defense support to Federal and State entities in response to catastrophic events, if required, is provided in a timely and coordinated fashion. It is my understanding that this begins with supporting the Federal Emergency Management Agency's integrated regional planning efforts with the States. I would also work with the Commander and the Department's civilian partners to ensure that the Department is prepared to provide support quickly, effectively, and in a coordinated fashion that facilitates unity of effort to save and sustain lives and relieve human suffering.

**Partnership with the National Guard and the States**

**The Department of Defense has an important partnership with the National Guard because it has both federal and state responsibilities. The Department has worked with the Council of Governors to establish procedures to ensure unity of effort between military forces operating in federal and state status, including the creation of "dual-status commanders."**

**Please summarize your understanding of how this unity of effort is maintained through the dual status commander arrangement, so that the authorities of the President and Secretary of Defense are preserved for federal military forces, and the authorities of Governors are preserved for National Guard forces acting in a state capacity.**

As I understand, a "dual-status commander" is a commander who may, by law, serve in two statuses, Federal and State, while performing the duties of those statuses separately and distinctly for the purpose of facilitating unity of effort. In his or her State status, a dual-status commander is a member of the State chain of command, subject to the orders of the Governor and Adjutant General of their State, and, on their behalf, exercises command of State National Guard forces. In his or her other Federal status, a dual status commander is a member of the Federal chain of command, subject to the orders of the President, the Secretary of Defense, and the supported Combatant Commander, and, on their behalf, exercises command of assigned Federal military forces.

In accordance with section 515 of the National Defense Authorization Act for Fiscal Year 2012, when the Armed Forces and the National Guard are employed simultaneously in support of civil authorities in the United States, appointment of a dual-status commander as commander of Federal forces by Federal authorities and as commander of State National Guard forces by State authorities, should be the usual and customary command and control arrangement.

### **National Guard and Reserve Role in Homeland Defense**

**The Assistant Secretary of Defense for Homeland Defense and Global Security has policy responsibility for the participation of National Guard units or personnel in homeland defense activities, when the Secretary of Defense determines that such participation is necessary and appropriate.**

**What role do you believe the National Guard and Reserves should have in homeland defense, and how does their role relate to the role of the Active Component?**

I believe that homeland defense is a Total Force mission. The role of the National Guard and the Reserves is to integrate seamlessly with Active Component forces to defend the U.S. homeland. If confirmed, I will work with the Service Secretaries, the Chairman of the Joint Chiefs of Staff, the Reserve Chiefs, and the responsible Combatant Commanders, to ensure that all forces – Active, Guard, and Reserve – are prepared to execute assigned homeland defense missions.

**What role do you believe the National Guard and Reserves should have in providing civil support assistance to other federal agencies, and how does their role relate to the role of the Active Component?**

I believe that DSCA is a Total Force mission. The role of the National Guard and the Reserves, as well as that of the Active Component and other Department of Defense Components, is, when directed by the President or the Secretary of Defense, to be an integrated part of the Department of Defense's support of other Federal departments and agencies. If confirmed, I will work with the Service Secretaries, the Chairman of the Joint Chiefs of Staff, the Reserve Chiefs, and the responsible Combatant Commanders to ensure that all Defense resources – military and civilian (Active, Guard, and Reserve) – are prepared to execute assigned DSCA missions.

### **Use of Active Duty and Reserve Personnel for Homeland Defense/Posse Comitatus**

**What is your understanding of the legal issues and authority associated with using National Guard and Reserve personnel in security roles within the United States?**

I understand that the National Guard, as a State militia, under the command and control of their Governors and Adjutants Generals, may be used for any State response activities under State law, consistent with the U.S. Constitution and applicable Federal laws. The National Guard is not subject to the restrictions imposed by the Posse Comitatus Act and, therefore, may be used

for security roles authorized under State law, consistent with the U.S. Constitution and applicable Federal laws.

When authorized to support missions requested by the President or the Secretary of Defense in a duty status under title 32, U.S. Code, National Guard personnel, under the command and control of their Governors and Adjutants General, are also not subject to the restrictions imposed by the Posse Comitatus Act.

When the Reserve Components (including the National Guard) are ordered to active duty under title 10, and placed under Federal command and control, they are subject to the same restrictions imposed by the Posse Comitatus Act. They are also subject to the same restrictions imposed by other laws and policies concerning DoD support to law enforcement agencies. The same exceptions specifically authorized by Congress and applied to other Federal military forces also apply to the National Guard when they are placed under Federal command and control.

**In your opinion, does the Posse Comitatus Act (18 U.S.C. § 1385) or chapter 18 of title 10, United States Code (which regulates the use of the armed forces in support of civilian law enforcement and related activities), require amendment to deal with the present homeland security situation?**

In my opinion, current laws regarding the use of the Armed Forces in support of civilian law enforcement and related activities appear to be sufficient. If confirmed, I would carefully review these laws and their affects and, if necessary, make appropriate recommendations to the Under Secretary of Defense for Policy, the Deputy Secretary of Defense, and the Secretary of Defense.

**Under what circumstances do you believe it is appropriate for the Department of Defense to provide assistance to law enforcement authorities in response to a domestic terrorist event? What about a non-terrorist event?**

Congress has authorized the Department of Defense to provide assistance to civilian law enforcement authorities in a number of terrorist and non-terrorist circumstances. For example, under section 282 of title 10, U.S. Code, the Secretary of Defense may, when requested by the Attorney General, provide assistance, during an emergency situation involving a weapon of mass destruction if: (i) the Secretary and the Attorney General jointly determine that an emergency situation exists; (ii) the emergency situation poses a serious threat to the interests of the United States; (iii) civilian expertise and capabilities are not readily available to provide the required assistance to counter the threat immediately posed by the weapon involved; (iv) special capabilities and expertise of the Department of Defense are necessary and critical to counter the threat posed by the weapon involved; and (v) the Secretary determines that the provision of such assistance will not adversely affect the military preparedness of the United States. Section 282 does not require a terrorist event for DoD assistance to be provided.

**If confirmed, what role do you expect to play in making such determinations and making such assistance available?**

If confirmed, I would be the principal civilian advisor to the Secretary of Defense under the Under Secretary of Defense for Policy on all matters related to Defense Support of Civilian Authorities, including support of civilian law enforcement authorities. In this capacity, I would work with other principal staff assistants in the Office of the Secretary of Defense, in particular the Office of The General Counsel, the Chairman of the Joint Chiefs of Staff, and the heads of other Department of Defense Components and activities to facilitate informed decision-making by the Secretary of Defense.

### **Policy to Counter Weapons of Mass Destruction**

**The Assistant Secretary of Defense for Homeland Defense and Global Security has primary policy and oversight responsibility for countering Weapons of Mass Destruction (WMD), i.e., nuclear, biological, and chemical weapons.**

**What do you believe are the principal challenges in countering WMD and, if confirmed, what would be your priorities for Department of Defense policy for countering WMD?**

I believe that preventing the proliferation and use of weapons of mass destruction by State and non-state actors is the principal challenge. A proactive approach to prevent such attacks is critical, however the Department also needs to retain the ability to respond to and mitigate WMD attacks. I believe the approach provided by the current DoD strategy (reducing incentives to proliferation, increasing the barriers to acquisition and use, and denying the effects of current and emerging WMD threats) is appropriate. If confirmed, I would prioritize DoD's efforts in these areas.

**If confirmed, what role do you expect to play in the creation of policy for, and oversight of, Defense Department programs to counter WMD?**

If confirmed, my office would lead the development of policies to prevent and respond to WMD threats at home and OCONUS. This would include prioritizing DoD efforts to protect our forces and allies, and ensuring appropriate support to civilian authorities, as needed. Such efforts require active partnership with other U.S. Departments and Agencies, and, if confirmed, I expect to partner with DoD, interagency, and international partners to ensure that appropriate policy and oversight are in place to reduce these threats and protect our interests.

**The Unified Command Plan (UCP) was revised in August 2016 by transferring the mission for synchronizing global Department of Defense operations for countering WMD from U.S. Strategic Command (STRATCOM) to U.S. Special Operations Command (SOCOM).**

**What is your understanding of SOCOM's assigned responsibilities for synchronizing global Department of Defense operations for countering WMD?**

As I understand, as of January 9, 2017, SOCOM became the designated lead Combatant Command for synchronizing DoD planning efforts to Counter Weapons of Mass Destruction. In this capacity, SOCOM is responsible for maintaining the DoD CWMD Global Campaign Plan

(GCP), establishing intelligence priorities, monitoring global operations and conducting assessments.

**What is your understanding of the oversight responsibilities of the Assistant Secretary of Defense for Homeland Defense and Global Security with regard to this mission change and how do those responsibilities contrast with those of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict?**

As I understand it, the change in UCP responsibilities did not impact the oversight responsibilities within OSD/P. The ASD for HD&GS continues to be responsible for providing oversight, to include developing, coordinating, and implementing plans and policy for the DoD Global CWMD mission. This includes those plans and operations involving SOF, Homeland Defense, and Defense Support to Civil Authorities. If confirmed, I would coordinate matters with the ASD(SOLIC) as required and appropriate.

**Cooperative Threat Reduction Program**

**If confirmed, what will be your role in implementing and overseeing the Cooperative Threat Reduction (CTR) Program?**

The ASD/HD&GS role is to provide policy guidance to the Director of the Defense Threat Reduction Agency for the DoD CTR Program, coordinating with the Undersecretary of Defense for Acquisition, Technology and Logistics, who maintains authority, direction and control of DTRA. If confirmed, I will ensure that the CTR program focuses in areas where DoD's authorities, capabilities, and relationships make a unique contribution to USG non-proliferation objectives, and are well coordinated with interagency and international partners.

**If confirmed, what changes, if any, would you recommend to the CTR Program, including changes in legislative authorities, programs, or funding?**

My understanding is that the DoD CTR Program has had, for the most part, the authorities, programs, and funding needed to address emerging WMD threats appropriately. Consolidating and updating authorities in the 2015 NDAA has provided the CTR Program with the legal stability needed to be successful. As the WMD threat evolves and the need for cooperative threat reduction programs in advance of U.S. national security objectives expands, if confirmed, I will engage with my colleagues at DTRA and AT&L to determine whether any additional legislative changes or funding requirements are warranted

**How do you envision the continued evolution of the program as it transitions away from Russia to countries outside the former Soviet Union?**

WMD threats have rapidly evolved and become more complex in nature, and I envision that the CTR Program will continue to evolve to meet those critical and emerging threats. I understand that the CTR Program is focused on countering all WMD threats – whether posed by state or non-state actors, and these are no longer limited to the former Soviet Union. If confirmed, I will work to ensure that CTR is

well-positioned to continue to address the most significant threats, while also responding to unique challenges such as those posed by emerging technologies and continued pressures on international nonproliferation regimes.

**Do you believe the CTR Program should be closely coordinated with related efforts of the Defense Department's Chemical and Biological Defense Program focused on reducing biological threats?**

Yes, keeping our country safe from chemical and biological threats requires a multi-faceted approach. While the CBDP focuses on developing and acquiring capabilities that allow the Joint Force to deter, prevent, protect against, respond to, and recover from CBRN threats, the CTR program builds partner nation capability to execute some of these same actions. DoD is supporting development of a National Biodefense Strategy, per Section 1086 of the FY17 NDAA. If confirmed, I will work to coordinate the various programs that seek to protect the homeland, our forces, and allies from biological threats.

### **Chemical and Biological Defense**

**The Assistant Secretary of Defense for Homeland Defense and Global Security is responsible for the Chemical and Biological Defense Program of the Defense Department.**

**What do you believe are the principal challenges in chemical and biological defense, and what would be your priorities for the Defense Department's Chemical and Biological Defense Program?**

The ASD for Homeland Defense and Global Security Affairs is responsible for developing policies to guide the Chemical and Biological Defense Program (CBDP), which is overseen and managed by ASD/NCB. If confirmed, I would work to ensure close coordination between our respective offices to support the Department's overall efforts to counter weapons of mass destruction. Such coordination would posture us to effectively equip the force, maintain our CBDP infrastructure, while staying current with advances in science and technology research.

**Do you believe the Chemical and Biological Defense Program should be closely coordinated with related efforts of the Defense Department's CTR Program focused on reducing biological threats?**

Yes. If confirmed, I would work to ensure close coordination between the two Programs.

### **Chemical Demilitarization**

**DOD Directive 5160.05E states the Defense Department policy that "the Department of Defense shall be in full compliance" with the Chemical Weapons Convention (CWC) and the Biological Weapons Convention (BWC). In 2006, the Department announced that the United States would not meet even the extended deadline**



**of April 2012 for destruction of its chemical weapons stockpile, as required under the CWC. It has still not met this deadline.**

**Do you agree that the Department of Defense and the U.S. Government should be in full compliance with the terms and obligations of the CWC and the BWC, including the deadline for destruction of the U.S. chemical weapons stockpile under the CWC?**

In 2006 the United States informed the Organization for the Prohibition of Chemical Weapons (OPCW) that it did not expect to complete destruction of the U.S. chemical weapons stockpile by 2012. Since then, it is my understanding that the United States has remained open and transparent with the OPCW about the U.S. chemical weapons destruction program, emphasizing U.S. efforts to destroy the stockpile as safely and expeditiously as practicable. If confirmed, I would continue this approach.

**If confirmed, will you work to ensure that the Department takes steps needed to minimize the time to complete destruction of the U.S. chemical weapons stockpile, without sacrificing safety or security, and that the Department requests the resources necessary for complete destruction as close as practicable to the long-passed April 2012 extended deadline?**

It is my understanding that the ASD for Nuclear, Chemical, and Biological Defense Programs (NCB) and the Department of the Army continue to oversee the programs to meet U.S. commitments under the CWC, including the elimination of the remaining U.S. chemical weapons stockpile. If confirmed, I would work closely with these offices to ensure continued focus on these efforts and on completing the destruction of the U.S. chemical weapons stockpile as safely and quickly as practicable.

### **Proliferation Security Initiative**

**The Proliferation Security Initiative (PSI) is an international effort to identify and interdict WMD and related materials.**

**If confirmed, would you recommend that the PSI program continue and, if so, do you believe that it should be modified in any way?**

I support the Proliferation Security Initiative. If confirmed, I will ensure that the Department of Defense continues to be engaged in promoting the PSI and its Critical Capabilities and Practices (CCP) initiative to ensure that our partner nations continue to have the knowledge, skills, and political will to interdict WMD, their delivery systems, and related materials.

With regard to modifications to the initiative, although the PSI remains strong -- one of my goals will be to ensure that the PSI's Operational Experts Group (OEG) of 21 countries is re-invigorated to become a more action-oriented and results-driven body. The PSI must look towards the future to keep pace with evolving trends and threats, especially as actors such as

North Korea, Iran and Syria continue to defy the international community with their proliferation activities.

### **Ballistic Missile Defense**

**The U.S. homeland and its deployed forces enjoy a measure of protection against ballistic missile threats from rogue nations such as North Korea and Iran, yet the threat continues to grow. During the past year, North Korea conducted several missile tests and continued development of mobile long-range missiles. Likewise, Iran continues to test ballistic missiles of increasing range. Russia and China also continue to deploy ballistic, cruise, and hypersonic missiles that threaten U.S. forces, allies, and the U.S. homeland.**

**What policies would you recommend for U.S. missile defense capabilities in the following areas: (1) homeland missile defense; (2) regional missile defense; (3) improved discrimination and sensors; (4) next generation missile defense; and (5) defense against cruise and hypersonic missiles?**

Defending the nation and U.S. interests abroad from ballistic missiles is one of the Department's highest priorities. Secretary Mattis directed the commencement of the Ballistic Missile Defense Review (BMDR) to identify ways to strengthen missile-defense capabilities, rebalance homeland and theater defense priorities, and provide the necessary policy and strategy framework for our nation's missile defense systems.

The review, running concurrent to the Nuclear Posture Review, will be led by the Deputy Secretary of Defense and the Vice Chairman of the Joint Chiefs of Staff, and include interagency partners. The process will culminate in a final report and will be delivered to the President by the end of the year.

The policy areas referenced above will be examined during the course of the BMDR. If confirmed, I will review the results of the BMDR and make recommendations as appropriate.

**Do you support the “fly before you buy” approach to ensure that realistic and successful intercept flight testing is conducted before additional interceptors are deployed?**

Although “fly before you buy” responsibility will not be directly in my portfolio, yes, as a policy matter, I support operationally realistic testing prior to making final acquisition determinations.

**Do you believe the United States should encourage our regional allies and partners to increase their missile defense capabilities to contribute to regional security and help reduce the burden on U.S. forces and requirements?**

The rebalance of homeland and regional defense priorities will be one of the focus areas of the BMDR. The review, running concurrent to the Nuclear Posture Review, will be led by the Deputy Secretary of Defense and the Vice Chairman of the Joint Chiefs of Staff, and include

interagency partners. The process will culminate in a final report and will be delivered to the President by the end of the year. If confirmed, I will work closely with my counterparts on contributing to the review and make recommendations as appropriate.

### **Cyber Security**

**The Assistant Secretary of Defense for Homeland Defense and Global Security serves as the Principal Cyber Advisor to the Secretary of Defense and has primary responsibility for Department of Defense cyber policy.**

**What is your understanding of the roles and responsibilities of the Department of Defense for cyber security, and how do they compare to the roles and responsibilities of the Department of Homeland Security?**

My understanding is that similar to the roles and responsibilities of the Department of Defense in other domains, DoD is responsible for defending the nation against attacks of serious consequence in cyberspace. The Department is also responsible for cybersecurity of its own networks, systems, and infrastructure.

The Department also works closely with the Department of Homeland Security, which plays the lead role in protecting, mitigating, and recovering from domestic cyber incidents and the Department of Justice, which plays the lead role in investigating, attributing, disrupting, and prosecuting cybercrimes. When directed, the Department of Defense, including the National Guard, can provide support to domestic civilian agencies, as well as State and local governments.

**Given that cyber threats can be inherently global in nature, and that cyber security is not a mission limited to the U.S. homeland, how do you view the relationship of cyber security to homeland defense?**

Homeland defense includes the protection of U.S. sovereignty, territory, domestic population, and defense of critical infrastructure against external threats and aggression, or against other threats as directed by the President. I believe in this threat environment, cyberspace is a key part of our homeland defense because our advanced adversaries are pursuing cyber capabilities to threaten all of these things. Of course, the Department must continue to work with other federal departments and agencies, the private sector, and international partners to ensure it can carry out its assigned missions in all domains.

### **Supervision and Management of the Cyber Mission**

**The National Defense Authorization Act for Fiscal Year 2014 requires the Secretary of Defense to appoint a Senate-confirmed official from the Office of the Under Secretary of Defense for Policy to act as the Principal Cyber Advisor to the Secretary. The Assistant Secretary of Defense for Homeland Defense and Global Security plays that role, and as such is responsible for overall supervision of cyber activities, including policy and**

**operational considerations, resources, personnel, and acquisition and technology. The legislation also directs the Principal Cyber Advisor to assemble a small cross-functional team to integrate cyber expertise across the Department to enable sound decisions while leaving execution of decisions to existing organizations and officials.**

**If confirmed, how would you approach your role as the Principal Cyber Advisor to the Secretary of Defense?**

Based on my initial review, I believe the PCA authorities to oversee the broad, cross-cutting activities in the Department related to cyber is an effective approach. I believe the cross-functional nature of the PCA is essential, as it allows a focused team to work across the Department with the appropriate Principal Staff Assistants to tackle tough problems, whether they involve policy, operations, personnel, training, acquisition, or intelligence. It is clear the role of PCA will be broadened and, if confirmed, I welcome those additional responsibilities to enhance the PCA's oversight and advocacy role for US Cyber Command.

**How do you intend to empower the cross-functional team led by the Principal Cyber Advisor to produce policy, strategy, and resourcing options for the Secretary?**

As highlighted previously, I believe the PCA's cross-functional team construct provides tremendous value and has served the Department well since its inception. With the potential elevation of USCYBERCOM, it will be important to review the current staffing strategy and expertise to ensure the PCA is well equipped to perform the duties as outlined in the 2017 NDAA. I understand the Department is evaluating courses of action to better posture PCA to conduct oversight of USCYBERCOM as directed by Congress. If confirmed, I will work with key stakeholders to ensure PCA is able to effectively perform the additional responsibilities as directed.

### **Relationship between Cyber and Information Operations**

**Russia, other nations, and adversaries such as ISIS conduct information operations through cyberspace where the ultimate goal of the operations is to affect perceptions, beliefs, and decision-making in the cognitive sphere—not simply to steal information, or disable a network. Modern information technologies and platforms, such as social media and “big data analytics,” have been proven to be able to amplify the speed, scale, agility, and precision targeting of traditional information operations. In the Defense Department, however, U.S. Cyber Command is focused on technical cyber missions and skills, while different organizations are responsible for information operations, psychological and deception operations, and electronic warfare. In addition, there are concerns that the Defense Department's focus on tactical and operational support to deployed forces has resulted in serious neglect of strategic-level information operations.**

**What changes do you think are necessary to improve the Defense Department's ability to detect and counter information operations, both defensively and offensively?**

It is my view that cyber-enabled information operations, online propaganda, and adversary information activities are an increasingly significant security challenge. If confirmed, I will serve as an advocate for cyber mission forces contributions to the fight against the Islamic State in Iraq and Syria (ISIS) and its propaganda, and how cyber operations can be better synchronized and coordinated with DoD online information operations. I will work with my colleagues across the Department to integrate best practices and lessons learned to ensure cyber capabilities are best postured to support strategic-level information operations.

**What are your views on the recommendations of the Defense Science Task Force on Cyber Deterrence?**

I believe the report offers some interesting and thoughtful suggestions on improving our deterrence posture in cyberspace.

**Do you believe that we need a more integrated whole-of-government approach to combatting hostile information operations directed against the United States, its allies, and interests?**

Given the complexity and scope of the cyber-enabled information operations and online propaganda efforts being undertaken by our adversaries around the world, it is my view a whole-of-government approach that leverages all elements of national power is necessary. Each department and agency provides a unique set of capabilities and authorities that can contribute to stronger and more effective capabilities for combating hostile information operations. If confirmed, I will work with my counterparts to develop an effective approach to address these challenges.

**Information Assurance**

**There are some concerns about the commitment of the National Security Agency (NSA) to the cyber security mission and the Office of the Secretary of Defense's ability to conduct proper oversight of NSA's cyber security mission since NSA merged the Information Assurance Directorate within its Signals Intelligence Directorate.**

**Given that the position to which you have been nominated is the Principal Cyber Advisor to the Secretary of Defense, what is your view of this change?**

NSA is the nation's leader of cryptographic solutions, security engineering and architecture, and advanced cybersecurity operations. It is tasked with protecting and defending National Security Systems by providing solutions to the nation's hardest Information Assurance and Cybersecurity challenges. Based on my initial, unclassified review, the NSA organizational changes were made after extensive research and engagement by NSA to position itself to remain at the

forefront of foreign signals intelligence, information assurance, and cyber into the next decade. I understand this change was less a merger of IA, and more an integration of NSA's key mission functions to streamline capabilities development and accelerate innovation efforts. The organizational changes did include the stand-up of the Deputy National Manager of Information Assurance office, whose role is to provide the proper internal oversight to NSA's IA mission. If confirmed, I will work with my counterparts to ensure continued prioritized focus on the IA mission.

**If confirmed, how will you approach oversight in your role?**

The DOD CIO has oversight of DIRNSA's performance of duties as the National Manager for National Security Systems and on DOD cybersecurity policy and guidance. As is standard practice for the Principal Cyber Advisor, if confirmed, I would work closely with DOD CIO to address any issues/concerns that may arise related to NSA's support to the vital security missions of the U.S.

**Dual Hatting and Elevation of U.S. Cyber Command**

**What are your views about elevating U.S. Cyber Command to a unified command and about maintaining or ending the "dual hat" relationship where the Commander of U.S. Cyber Command serves also as the Director of NSA?**

I am supportive of the elevation of U.S. Cyber Command to a unified combatant command consistent with the requirement in the National Defense Authorization Act for Fiscal Year 2017. I understand that certification of the Secretary of Defense and the Chairman of the Joint Chiefs is required before the "dual hat" arrangement can be changed. If confirmed, I will seek to gain better understanding about the appropriateness and timing for such a decision.

**Development of Cyber Capabilities**

**U.S. Cyber Command has depended heavily to date on NSA for technology, equipment, capabilities, concepts of operations, and tactics, techniques, and procedures.**

**Are you satisfied that the Department of Defense is organized and resourced to provide a broad base of innovation and capability development in the cyber domain that includes the military service's research and development organizations, defense agencies such as the Defense Advanced Research Projects Agency, and the private sector?**

The FY17 NDAA stipulates that separation of the dual-hat construct can only occur once the Secretary of Defense and the Chairman of the Joint Chiefs jointly determine and certify that separation will not pose unacceptable risks to the military effectiveness of Cyber Command. If confirmed, I would work to ensure that Cyber Command is supported by a broad base of innovation and capability development in the cyber domain.

## **Defense Space Policy**

**The Assistant Secretary of Defense for Homeland Defense and Global Security has primary responsibility for Department of Defense space policy.**

**Please describe your understanding of the space policy responsibilities intended for the Assistant Secretary of Defense for Homeland Defense and Global Security, and how those responsibilities would relate to cyber security policy responsibilities.**

As I understand it, the Assistant Secretary of Defense for Homeland Defense and Global Security is responsible for both Space and Cyber policy. If confirmed, I would ensure the close collaboration between these two critical areas by actively leading the development and oversight of space and cyber policy and strategy for the Department. I would also be an active participant in the DoD space- and cyber-related decision-making processes, and in the DoD Planning, Programming, Budgeting, and Execution (PPBE) processes to ensure space and cyber system architectures support our national security objectives effectively.

**If confirmed, what would be your priorities for Department of Defense policy for space, and how would you ensure effective execution of the Department's space policy?**

If confirmed, I would place priority on strengthening deterrence by assuring U.S. national security space capabilities against growing counter-space threats. In particular, through partnerships with commercial suppliers, collaboration with international partners, and changes in our own architectures and operational tactics, we can improve the resiliency, defense, and the ability to reconstitute our space systems and strengthen strategic stability in space.

**What do you perceive as the threats to our national security space satellites?**

In addition to the space environment, which includes man-made debris and space weather, the threat to our satellite capabilities is real and growing. Both China and Russia have developed and tested a variety of anti-satellite weapons that can destroy or disable satellites. Iran, North Korea, and other countries have capabilities to jam satellite communications and GPS. If confirmed, I would work to ensure that mission assurance of space capabilities against these growing threats is commensurate with the requirements of the operations and activities our space systems perform and support.

**Briefly describe what policy objectives the United States should be seeking to achieve and the strategy you think is necessary to address these threats.**

The sustainability, stability, and free access to, and use of, space is and will remain vital to U.S. national interests. The United States should seek to deter conflict that extends to or begins in space. Achieving that requires that we ensure the availability, security, and resiliency of our space assets at all times and through all phases of conflict, and thereby deny aggressors the

desired benefits of attacks in space. If confirmed, I would focus on such steps to increase our ability to deter such attacks.

**Do you support the development of offensive space control capabilities to counter those threats?**

It is in the interest of all nations to avoid hostilities in space. However, just as on Earth, the U.S. retains the inherent right of self-defense in space. As Secretary Mattis stated in his confirmation testimony, “Offensive space control capabilities should be considered to ensure survivable and resilient space operations necessary for the execution of war plans.” I share that view.

**The National Defense Authorization Act for Fiscal Year 2017 prohibits the use of Russian rocket engines after December 31, 2022.**

**Are you committed to ending our dependence on the use of Russian rocket engines as soon as possible, perhaps even before December 31, 2022?**

Yes. Secretary Mattis stated in his confirmation that he will abide by the law and work with Congress to meet or exceed any deadline requirements. I will do likewise.

### **National Security Budget Reductions and Sequestration**

**The original discretionary caps imposed by the Budget Control Act (BCA) will be in effect for FY 2018 through FY 2021, unless there is agreement to change budget levels. Both the Secretary of Defense and the President have stated the need to repeal the “defense sequester.”**

**What are your views on how the BCA impacts the military? Should the BCA be amended or repealed?**

The Budget Control Act has presented significant challenges to many Departments and Agencies across the government. I understand that senior officials have testified that it has weakened our military’s readiness. I believe that, moving forward, changes will need to be made if the Department is to achieve its readiness, modernization, and force structure required to address emerging threats.

**Many of your responsibilities involve providing support to other federal government agencies. Do you believe that any future budget agreements should maintain a dollar-for-dollar principle to provide relief from the caps to non-Defense Department agencies?**

I agree with Secretary Mattis who said that budgets should match resources to national priorities. Each Department and Agency should define and justify its requirements.



**If confirmed, by what standards would you measure the adequacy of funding for the missions under your supervision?**

If confirmed, I would measure the adequacy of the funding for the missions under my supervision by the ability to achieve our objectives and execute our missions related to space, cyberspace, countering weapons of mass destruction, and homeland defense. This will require close collaboration and cooperation with colleagues throughout the Department including members of the Joint Staff, Combatant Commands, and other OSD Components.

### **Financial Management and Audit Readiness**

**The Department of Defense is the only federal agency unable to complete a financial audit in accordance with the law, despite having invested billions over the past 16 years to do so. The persistent lack of accountability by Department leadership for results leads to concerns within the Congress and in the public over the stewardship of Department funds and the qualifications of the people entrusted to lead the Department in its audit efforts. It is not simply an abstract statutory requirement that the Department produce auditable financial statements showing where and how it spends its annual budget—the accuracy of the financial information underlying the financial statements is critical to the Department’s ability to develop an adequate defense budget and make important financial decisions in an environment where every defense dollar counts.**

**What actions will you take or direct that will achieve a better outcome than past actions and initiatives for financial auditability of the Defense Department?**

I understand the Government Accountability Office has made assessments and recommendations regarding audit readiness. If confirmed, I will work closely with appropriate Department personnel to ensure that I understand the recommendations, and as appropriate to my mission areas, work to ensure that functions and missions under my responsibility will meet audit readiness goals.

### **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 position, to appear before this Committee and other appropriate committees of the Congress?**

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 Assistant Secretary of Defense for Homeland Defense and Global Security?**

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 in a timely manner?**

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.

**Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?**

Yes.