

Advance Questions for General Lori J. Robinson, USAF
Nominee for Commander, U. S. Northern Command, and Commander, NORAD

Defense Reforms

The Senate Armed Services Committee has initiated an intensive review of the organization of the Department of Defense—both military and civilian, including the elements created by the Goldwater-Nichols Department of Defense Reorganization Act of 1986, in order to enhance the effectiveness of the Department of Defense to execute the National Military Strategy going forward.

Based on your experiences as a senior officer, what challenges have you observed with the current organizational structure, with particular focus on warfighting capabilities, and what modifications, if any, do you think are necessary to the current organizational structure including any Goldwater Nichols Act provisions?

I believe the central challenge any defense reform should address is what roles, missions, authorities, and structure changes are needed to optimally organize the Department of Defense to meet current and future security challenges. This includes transregional, multi-domain and multi-functional security challenges. I believe any recommended defense reforms should preserve the first principles of civilian control, independent military advice, and a clear distinction between civilian and military roles.

The passage of the Goldwater-Nichols Act transformed our Armed Forces' ability to meet global challenges in the conduct of joint operations. In light of its 30-year anniversary this year, as well as today's strategic environment, I believe it is prudent the Department review the provisions of the Act to look for areas that may yield greater effectiveness and efficiency. If confirmed, I will continue to support the evaluation of the Goldwater-Nichols Act within U.S. Northern Command and work with the Department, the Services and the Committee to make recommendations for modifications if necessary.

Duties and Qualifications

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

The Commander, U.S. Northern Command is responsible for detecting, deterring, and preventing attacks against the people and territory of the United States. The Commander is also responsible for planning and conducting military support to federal, tribal, state, local civil authorities in response to natural or man-made disasters. In addition, the Commander is responsible for developing security cooperation relationships and activities with Canada, Mexico, and The Bahamas.

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

The Commander of North American Aerospace Command is responsible to both the President of the United States and the Prime Minister of Canada to conduct aerospace warning, aerospace control, and maritime warning in defense of North America. For the aerospace warning mission, the Commander provides an integrated tactical warning and attack assessment to both governments.

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

It has been my great honor to serve over 34 years in a diverse set of positions that I believe have prepared me to command U.S. Northern Command and North American Aerospace Command, if confirmed. I have commanded an operations group, a training wing, and an air control wing, and have deployed as Vice Commander of an air expeditionary wing, leading more than 2,000 airmen flying B-1s, KC-135s, and E3s in Operations ENDURING FREEDOM and IRAQI FREEDOM. I also served alongside joint and multi-national senior leadership as the Deputy Combined Forces Air Component Commander at Al Udeid Air Base. I have experience on the Joint Staff, Service staff, and interagency staff, and have worked closely with Congress on a variety of issues. In my current position as the Commander of Pacific Air Forces, I am dual-hatted as the Air Component Commander for U.S. Pacific Command, providing support to over 46,000 Airmen serving in Japan, Korea, Hawaii, Alaska, and Guam. Throughout my career, I have gained insight into the conduct of joint, combined and international operations; the duties of a combatant commander; the importance of interagency teamwork, particularly in response to natural disasters; and the interdependent role of the National Guard and federal Reserve forces 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 as Commander of U.S. Northern Command, I will seek every opportunity to build on my knowledge and experience of homeland defense in the commands' mission areas. Homeland defense is the number one priority for both U.S. Northern Command and North American Aerospace Defense Command, and if confirmed, I will make it my immediate focus upon taking command to ensure seamless 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. In addition, I will engage with trusted lead federal agency partners, Reserves, The Adjutants General, and state governors to provide a Total Force response to our nation's natural and man-made disasters. If confirmed as Commander of North American Aerospace Defense Command, I welcome working with the Canadian chain of command and expanding on my many years conducting aerospace missions. And, I also

plan to brush up on my very rusty French language skills to facilitate future engagements with our friends and neighbors to the north, as both commands continue to protect our nations in an ever-adapting strategic environment.

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 is directly responsible to the Secretary of Defense for the performance of missions assigned to U.S. Northern Command and the preparedness of the command to carry out those missions. The Commander executes these missions under the authority, direction, and control of the Secretary of Defense. If confirmed, I will continue to cultivate the close working relationship the Commander of U.S. Northern Command has with the Secretary of Defense.

The Deputy Secretary of Defense

The Commander of U.S. Northern Command provides the Deputy Secretary of Defense information required to accomplish his duties and responsibilities as directed by the Secretary of Defense. The Commander of U.S. Northern Command also regularly communicates and coordinates with the Deputy Secretary of Defense on major homeland defense and civil support issues.

The Under Secretary of Defense for Policy

The Under Secretary of Defense for Policy is the principal staff assistant to the Secretary of Defense for all matters on the formulation of national security and defense policy and the integration and oversight of DOD policy and plans to achieve national security objectives. As such, the Commander of U.S. Northern Command coordinates homeland defense, support of civil authorities, and security cooperation priorities with the Under Secretary of Defense for Policy for use in articulating requirements and formulating planning guidance and policy.

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 U.S. Northern Command works closely with the Under Secretary of Defense for Intelligence to ensure

the Command has predictive and actionable threat estimates and timely warning of worldwide threats to the homeland.

The Assistant Secretary of Defense for Homeland Defense

The Commander of U.S. Northern Command routinely works with the Assistant Secretary of Defense for Homeland Defense and Global Security on significant matters regarding homeland defense, support of civil authorities, and theater security cooperation.

The Chairman and Vice Chairman of the Joint Chiefs of Staff

The Chairman and the Vice Chairman are not in the chain of command of the Commander of U.S. Northern Command to the President and the Secretary; however, Title 10 does allow for communications from combatant commanders through both the Chairman and Vice Chairman. This keeps the Chairman informed so that he can execute responsibilities as the principal military advisor to the Secretary of Defense and the President. If confirmed, I will communicate closely with the Chairman and the Vice Chairman to enable each of them to perform their duties.

The Secretaries of the Military Departments

The Secretaries of the Military Departments are responsible for organizing, training, and equipping forces for assignment to the Commander of U.S. Northern Command and other combatant commanders. The Commander of U.S. Northern Command coordinates with the Secretaries to ensure homeland defense and civil support requirements are met. This advocacy is particularly important for ensuring the Reserve Component is ready to answer the call here at home, and for ensuring speed of response in times of crisis.

The Chiefs of Staff of the Services

The Commander of U.S. Northern Command communicates with the Chiefs of Staff of the Services to support their responsibility for organizing, training and equipping forces to accomplish homeland defense and civil support missions. In addition, the Commander seeks the advice and judgment of the Chiefs of Staff on matters of mutual interest, and has a key relationship with the Chiefs on matters of force protection within the U.S. Northern Command area of responsibility. If confirmed, I intend to rely on the Service Chiefs as valuable sources of advice.

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

The Commander of U.S. Northern Command maintains close relationships with all the combatant commanders and especially the Commander of U.S. Southern Command in continuing efforts to close seams on the southern border of U.S. Northern Command's area of responsibility. Regular dialogue about transregional threats and multi-domain challenges to close gaps and seams are essential for defense of the homeland. If confirmed, I intend to further strengthen U.S. Northern Command's established, vital relationships with the other combatant commanders.

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 U.S. Northern Command 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 U.S. Northern Command'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 Gortney 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?

Throughout my career, I have observed that close personal relationships are the key to operating successfully, and I know this is especially important within U.S. Northern Command, which has the most complex interagency network of any combatant command. If confirmed, I will establish my own relationships with the National Security Council; the Department of Homeland Security; the various other federal departments and agencies; state, tribal and local authorities; and the private sector to ensure U.S. Northern Command continues to work issues closely and as appropriate. I look forward to collaborating with every possible partner to defend the homeland, while ensuring that U.S. Northern Command is fully prepared to assist civil authorities in support of the primary federal agency in accordance with the National Response Framework and as directed by the President and the Secretary of Defense.

Major Challenges and Problems

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

Today there are complex threat streams that are necessitating fully integrated defense across all domains, as North America is increasingly vulnerable to an array of evolving threats, ranging from asymmetric to non-state and traditional challenges. I believe the biggest near-term challenge confronting the next Commander of U.S. Northern Command is the potential for an attack on our homeland by violent extremists using asymmetric means. However, crises that originate elsewhere in the world can rapidly manifest themselves here at home and challenge our ability to warn and defend. Russia is growing more assertive with increased activity in the approaches to North America, and

North Korea's ability to project power grows while our ability to predict its intent wanes. Iran's missile and space efforts continue to mature, and violent extremists will still seek to attack the United States. And finally, the Commander, United States Northern Command must always be prepared to respond to major natural or manmade disasters in support of the National Response Framework.

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

If confirmed, I will continue daily collaboration with our North American allies, the other combatant commands, the Services, our civil partners, the interagency, and the National Guard to develop globally integrated plans and approaches to ensure unity of effort in responding to all-domain threats to the homeland. I believe a layered defense of the homeland requires greater plans integration with other combatant commands, as well as increased information sharing with the intelligence community. It is critical that we utilize the many resources throughout the intelligence and law enforcement communities to identify and assess potential threats. If confirmed, I will also employ a robust exercise program that addresses the full spectrum of all-domain threats both Commands may face.

If confirmed, what priorities would you establish as Commander, U. S. Northern Command?

If confirmed, my number one priority will be homeland defense. I will focus on advancing and sustaining the capabilities that contribute to the defense of the United States. U.S. Northern Command plays a critical role in supporting lead federal agencies during a natural or man-made disaster and if confirmed, I will prioritize strengthening partnerships and improve the speed and quality of the U.S. Northern Command response. Finally, if confirmed, I will focus on developing U.S. Northern Command's theater security cooperation mission and the associated partner capacity building efforts that directly support the defense of the homeland.

Mission of U. S. Northern Command

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

U.S. Northern Command partners to conduct homeland defense, civil support, and security cooperation to defend and secure the United States and its interests. U.S. Northern Command is also tasked in the Unified Command Plan to serve as the Department of Defense advocate for Arctic capabilities.

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

The mission of the Department of Homeland Security is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. This mission is accomplished through managing and securing our nation's borders; administering and enforcing immigration laws; securing and safeguarding cyberspace; and ensuring resilience to disasters. U.S. Northern Command is responsible for detecting, deterring, and preventing external threats to the United States, and employing appropriate force to defend the Nation should deterrence fail. The Command also acts in support of Department of Homeland Security for defense support of civil authorities missions in accordance with direction from the Secretary of Defense or the President. The Department of Homeland Security and U.S. Northern Command complement each other, each filling an important security role that allows the United States to leverage all possible authorities to protect the nation against all threats, internal and external, and transcend borders and exploit seams.

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 disaster consequence management response? Or do you 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 could direct the Department of Defense to be the lead for a domestic terrorist attack, with U.S. Northern Command as the supported geographic combatant command to counter and respond to such an attack. Typically, however, U.S. Northern Command's mission is to provide support to designated federal agencies such as the Department of Justice and Department of Homeland Security, as directed by the Secretary of Defense.

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

U.S. Northern Command is responsible for preventing or mitigating the loss or degradation of Department of Defense-owned defense critical infrastructure within the U.S. Northern Command area of responsibility to ensure the Department of Defense can execute its missions. U.S. Northern Command is also responsible for protecting non-Department of Defense-owned defense critical infrastructure within its area of responsibility at the direction of the Secretary of Defense. Additionally, U.S. Northern Command is responsible for the development of mission mitigation plans for all defense critical infrastructure that supports its Theater Campaign Plan.

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 continue to foster strong partnerships with the Federal Bureau of Investigation, the Department of Homeland Security, and the intelligence community, as well as sustain a balanced force protection posture across the U.S. Northern Command area of responsibility. I am particularly concerned with the increased interest toward off-installation facilities by those who would do us harm and, if confirmed, will explore innovative and fiscally responsible means to protect our personnel. Assessing strategic and operational indicators of this ambiguous and unpredictable threat remains a challenge, as the nation faces a persistent threat that will continue to test our ability to protect the force for the foreseeable future.

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 and Global Security?

If confirmed, I will continue to advocate on behalf of the Services to ensure that sufficient resource requirements are considered in Military Department budget deliberations to sustain the baseline force protection posture and implement the force protection mission assigned to U.S. Northern Command in the Unified Command Plan. If confirmed, I will also coordinate with the Joint Staff, the Services, and the Office of the Secretary of Defense to unify force protection efforts, identify resource gaps, and promote fiscal responsibility.

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

The specific forces assigned to U.S. Northern Command are the Headquarters Staff, as well as the following component commands and subordinates: U.S. Army North, U.S. Naval Forces Northern Command, Marine Forces North, Air Forces Northern, Alaskan Command, Special Operations Command- North, Joint Task Force North, Joint Task Force Civil Support, and Joint Force Headquarters National Capital Region. Subordinate to these organizations, U.S. Northern Command now also has assigned a number of operational and tactical level support headquarters and units. These assigned forces are a mixture from the Active Duty, Reserves, and National Guard.

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

U.S. Northern Command 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 2012, Special Operations Command-North was approved for establishment and was activated the following year. U.S. Northern Command now has three assigned Joint Task Forces that provide geographic and functional tactical level forces focused on planning, commanding, and controlling the execution of the missions of homeland defense, defense support of civil authorities, and theater security cooperation in its area of responsibility. In addition, U.S. Northern Command has Service component commands that provide forces supporting the spectrum of U.S. Northern Command mission sets. In 2014, Alaskan Command was transferred from U.S. Pacific Command to U.S. Northern Command for better integration of homeland defense and defense support of civil authorities missions in Alaska.

NORAD

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

The North American Aerospace Defense Command conducts aerospace warning, aerospace control, and maritime warning in the defense of North America. Aerospace warning provides detection, validation, and warning of attack against North America, whether by aircraft, missiles, or space vehicles. Aerospace control provides air sovereignty and air defense of the airspace of the United States and Canada. Maritime warning provides processing, assessing, and dissemination of intelligence and information related to the respective maritime areas and internal waterways of, and the maritime approaches to, the United States and Canada, 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 U.S. Northern Command stood up in 2002, NORAD's mission has expanded in two areas: maritime warning and ballistic missile warning. The April 2006 NORAD Agreement renewal added a maritime warning mission, which provides a shared awareness and understanding of the activities conducted in U.S. and Canadian maritime approaches, maritime areas, and inland waterways. NORAD now also provides ballistic missile warning to U.S. Northern Command in support of ground-based midcourse defense operations.

How does NORAD’s mission relate to U. S. Northern Command’s mission?

The multi-threat, multi-domain environment that NORAD and U.S. Northern Command face requires clear command and control for complementary and interdependent missions, which is greatly enhanced by a mostly integrated headquarters staff. As the cornerstone of North American defense, NORAD's longstanding role provides integrated, binational aerospace warning and control—missions upon which U.S. Northern Command is dependent to execute its own air and space domain responsibilities, including ballistic missile defense of the United States. In the maritime domain, NORAD and U.S. Northern Command again have inseparable and reinforcing roles, with U.S. Northern Command providing intelligence to its Navy component and NORAD to ensure the security of our maritime approaches. And in the land domain, U.S. Northern Command and its Canadian equivalent, Canadian Joint Operations Command, coordinate on their unilateral national responsibilities for homeland defense, civil support, and theater security cooperation efforts.

How does NORAD’s mission relate to the mission of the Department of Homeland Security?

NORAD supports the Department of Homeland Security’s mission by providing detection and deterrence of aerospace and maritime threats, which complements the missions of Department of Homeland Security to ensure protection of the homeland for both the United States and Canada in the air and maritime domains.

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?

I understand that the Commander of U.S. Northern Command is uniquely dual-hatted as the Commander of NORAD, and the commands’ organizations are integrated, with the exceptions being the two deputy commanders and operations directorates, which function separately, but coordinate closely on related issues. If confirmed, I will review the organizational structure to ensure operational effectiveness is optimized.

What is the relationship of the Commander of NORAD to the Canadian component of NORAD, and what role does Canada play in NORAD operations and planning?

The United States and Canada NORAD Agreement is a formal military partnership, based upon a binding international agreement. Consistent with that agreement, I understand the Commander of NORAD reports to both the President of the United States through the Secretary of Defense, and to the Prime Minister of Canada via the Canadian Chief of Defence Staff and the Minister of National Defence. Members of the Canadian armed forces are integrated throughout the HQs NORAD operations and planning staff, including a three-star Canadian General Officer serving as the NORAD Deputy Commander. The Canadian NORAD Region provides command and control of forces in Canada that support NORAD’s missions.

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?

U.S. Northern Command has three task forces that operate under its authority. These task forces are manned to conduct homeland defense and defense support of civil authorities operations, as directed by the President or the Secretary of Defense.

The first joint task force, Joint Task Force Civil Support, is aligned under U.S. Army North, which is the Army Service component to U.S. Northern Command. This task force focuses on command and control of Department of Defense incident management forces responding to chemical, biological, radiological, and nuclear events.

The next joint task force, Joint Task Force North (JTF-N), is aligned under U.S. Northern Command HQs and focuses on counter-transnational organized crime. JTF-N provides operational support to law enforcement agencies in counterdrug operations in the U.S. Northern Command area of responsibility. Their focused geographic areas include the southwest border of the United States, Mexico, Puerto Rico, and The Bahamas.

Finally, U.S. Northern Command's Joint Force Headquarters National Capital Region is aligned under U.S. Northern Command HQs and provides land-based homeland defense, civil support, and incident management in the National Capital Region.

U.S. Northern Command's Joint Task Force Alaska was disestablished when Alaska Command (ALCOM) was reassigned from U.S. Pacific Command to U.S. Northern Command. ALCOM is responsible for homeland defense and civil support tasks in their Joint Operations Area. ALCOM also provides the Command's primary subject matter experts for Arctic matters.

U. S. Special Operations Command, North

On December 31, 2012, the Secretary of Defense established a Theater Special Operations Command to support NORTHCOM, known as Special Operations Command North (SOCNORTH). According to the Secretary's memorandum, SOCNORTH's objective is to "enhance command and control of special operations forces throughout the USNORTHCOM area of responsibility" as well as "improve support to interagency counterterrorism operations."

What is your understanding of current and planned manning, organization, and mission of SOCNORTH?

I understand SOCNORTH was formally established as a subordinate unified command of U.S. Special Operations Command under the operational control of USNORTHCOM. I believe SOCNORTH's manning is projected to peak at 126 permanently assigned personnel, with military augmentees, interagency and partner nation liaisons, and contractors adding approximately 68 personnel. As the lead component for USNORTHCOM's support to counter terrorist and weapons of mass destruction activities, I understand SOCNORTH provides the Commander of USNORTHCOM a "single point of entry" for federal counterterrorism agencies to coordinate on area of responsibility specific operations.

What is your understanding of the current requirements for special operations forces in the NORTHCOM area of responsibility?

I believe North America is increasingly vulnerable to a vast array of evolving threats, including home-grown violent extremists who undermine our national security through radicalization and violence. Prior to the 2013 activation of SOCNORTH, an operational-level gap existed in the command and control of special operations forces in the NORTHCOM area of responsibility. Today, SOCNORTH provides a dedicated special operations command and control structure matching that of the other geographical combatant commands, as well as the capability to integrate special operations forces into the collaborative interagency effort defending the homeland.

What is your understanding of how SOCNORTH is to "improve support to interagency counterterrorism operations"?

I understand SOCNORTH provides the conduit for NORTHCOM into a global network of special operations and international and interagency partners focused on operational counterterrorism activities. The relationships built with the multiple federal and state government agencies synchronize operations against terrorist networks.

Counter-Drug and Counter-Transnational Organized Crime 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.

What is your view of the appropriate role of the Department of Defense in countering drug trafficking and transnational organized crime and what role should U.S. Northern Command play with respect to such an effort?

In my opinion, the Department of Defense role of providing operational support to law enforcement mission partners who have the lead role in countering these threats is a good use of military-unique capabilities. I understand the detection and monitoring capability

U.S. Northern Command provides to law enforcement is a key force enabler, which has had a dramatic impact on interdiction activities along the southwest border.

U.S. Northern Command, through its Joint Task Force North (JTF-N), provides DOD support of civil authorities for United States law enforcement agencies in counternarcotics operations; JTF-N also works with Mexican military and civil authorities along the border to enhance their capability. U.S. Northern Command's efforts helping Mexico build its overall capability and capacity to fight drug trafficking organizations is a key part of DOD's overall counterdrug strategy.

What is your assessment of the threat posed by drug trafficking and transnational organized crime within the U.S. Northern Command area of responsibility?

I believe the demand for illicit narcotics fuels the transnational criminal organizations that exploit our vulnerabilities and undermine North American security. These organizations exploit borders and seams, create instability, and create pathways for drugs and other illicit trafficking. They undermine U.S. interests of regional security in the western hemisphere and the rule of law in many of our partner nations.

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

The geographic boundary between NORTHCOM and SOUTHCOM 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 together on a regional approach in support of Mexico, Guatemala, and Belize. The Mexican government's efforts against transnational criminal organizations have forced drug trafficking activities further south in these border countries where those governments have limited capability and capacity to fight transnational criminal organizations. 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 NORTHCOM's relationship between Joint Interagency Task Force-South and NORTHCOM's Headquarters and subordinate commands, and continue to facilitate coordinated efforts with interagency and host nation partners.

How would you recommend the Department measure the effectiveness of its counterdrug programs in the NORTHCOM AOR?

I understand the Department of Defense counternarcotics program has a robust framework for measuring performance primarily through narcotics interdiction metrics, consistent with the National Security Strategy, the National Drug Control Strategy, and the Strategy to Combat Transnational Organized Crime. I believe consideration could also be given to include the Department's ability to support law enforcement agencies operations that disrupt or dismantle the intricate networks that support the flow of narcotics, given the expansion of transnational criminal organizations and the vast networks they control.

Security Relationships with Canada and Mexico

What is your assessment of the current security relationship between the United States and Canada and, if confirmed, what would be your priorities for strengthening security relations with Canada?

I believe that Canada is an indispensable partner in the defense and security of North America and a strategic partner with the United States in confronting broader regional and global security challenges. I understand North American Aerospace Defense Command 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 nearly 60 years. If confirmed, I will continue to seek cooperative opportunities with Canada in order to enhance our ability to act in a timely and coordinated fashion to defend both countries and to support civilian departments and agencies to ensure the safety and security of our citizens.

What is your assessment of the current security relationship between the United States and Mexico and, if confirmed, what would be your priorities for strengthening security relations with Mexico?

I believe Mexico is an essential partner in the defense and security of North America and that strong partnership with a secure and prosperous Mexico is necessary to the long-term security of the United States. I understand the military-to-military relationship shared by the United States and Mexico is at an unprecedented level, based on a foundation of trust.

If confirmed, one of my top priorities as Commander of U.S. Northern Command will be to support the Mexican military's efforts to combat Transnational Criminal Organizations (TCOs), while remaining respectful of Mexican sovereignty. If confirmed, I will also focus on continuing to foster a close and personal relationship with the Mexican Secretariat of National Defense and the Mexican Secretariat of the Navy, and make it a priority for my staff to mirror my efforts with their counterparts. And finally, if confirmed, I will leverage the momentum built by ADM Gortney and continue ongoing initiatives to support Mexico's strategy implementation along their southern border and support their acquisition of U.S. equipment and training to build on interoperability between our militaries.

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

I believe Transnational Criminal Organizations (TCOs) represent a grave security threat to the United States. TCOs are sophisticated, expansive global networks that threaten the United States' strategic interests through economic destabilization and violence. TCOs exploit borders, boundaries, and jurisdictions to enable freedom of maneuver in our country. I understand these networks move people and goods so easily that it is difficult

to distinguish licit from illicit activity. I believe unity of effort is crucial to combating TCOs, and if confirmed, I will develop partnership engagement opportunities with lead U.S. government agencies and Mexican military partners to align and synchronize efforts to combat TCOs.

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

U.S. Northern Command provides support to the Department of Homeland Security (DHS), the lead federal agency for securing the U.S.-Mexico border, so I would defer to DHS for a definitive border security assessment. However, U.S. Northern Command is an active partner with DHS, Mexican Secretariat of National Defense and the Mexican Secretariat of the Navy leadership, as well as interagency community, and if confirmed, I look forward to working with them to provide requested military support when directed by the President or the Secretary of Defense.

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

Yes, I understand USNORTHCOM and its Joint Task Force North have provided critical operational support to law enforcement partners on the southern border. However, I believe we can always do more, and I understand USNORTHCOM is working closely with the Department of Homeland Security as their Joint Task Forces mature. In addition, I believe transnational organized crime threatens the national security of the United States, and if confirmed, I will continue to work with law enforcement partners to provide support through Joint Task Force North.

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

I understand NORTHCOM provides support to civil authorities when requested and directed by the President or the Secretary of Defense. NORTHCOM's support is primarily to the U.S. Customs and Border Protection and other interagency partners operating on the southern border, including the Department of State, Department of the Treasury, and the Department of Justice. NORTHCOM provides Department of Defense capabilities along the southern border to the priorities of its mission partners.

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

I understand the Department of Homeland Security is the lead federal agency responsible for border protection capabilities. Accordingly, I would defer this question to the DHS.

Unmanned Aerial Vehicles

Routine access to the National Airspace System for unmanned aerial vehicle flight within the continental United States is severely restricted, including portions of the Canadian and Mexican borders. The Federal Aviation Administration, the Defense Department, and other Government agencies have been working together studying how to integrate unmanned systems into the National Airspace System.

In your view, have limitations from the lack of full integration into the National Airspace System hindered the development and evolution of unmanned aerial systems?

No. I understand the Federal Aviation Administration and the Department of Defense are working to facilitate integration of unmanned aerial systems into the National Airspace System and that development and deployment of unmanned aerial systems are at an all-time high. I don't believe airspace restrictions have hindered any development or evolution of this technology.

Do you have specific recommendations for moving toward full integration of unmanned aerial systems into the National Airspace System?

I believe the Department of Defense requires safe and routine access to the National Airspace System to execute unmanned aircraft system (UAS) operational, training, and test and evaluation missions. At this time, I do not have any specific recommendation for integration of unmanned aerial systems. If confirmed, I look forward to working with the Department of Defense and other federal partners to improve airspace access.

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 other federal assistance to State and local emergency response units.

What is your understanding and assessment of Northern Command's awareness of and coordination for the support of the emergency response capabilities and contingency plans of the states and territories before a crisis arises?

U.S. Northern Command partners directly with the Federal Emergency Management Agency (FEMA) to conduct joint state/federal scenario-specific planning for disasters. By leveraging FEMA's refined integrated planning initiative, U.S. Northern Command directly engages with the ten FEMA regions and their respective states in catastrophic scenario planning. In addition, U.S. Northern Command directly coordinates with the National Guard Bureau to understand and identify potential state requirements and pre-identify federal military capabilities that may be requested at time of need. Further, U.S.

Northern Command has direct access to FEMA's national, regional and state plans library. With these key linkages, I believe U.S. Northern Command awareness and coordination is quite strong.

In your view, do Northern Command's plans, policies, and programs optimize DOD's consequence management support to civil authorities?

Yes. United States Northern Command (USNORTHCOM) is fully integrated into the Federal Emergency Management Agency's (FEMA) planning process for disaster response, allowing for more complete coordination of all interagency and Department of Defense partner organizations in scenario-specific planning and exercises. This integration is documented in USNORTHCOM's 'Playbooks', which are detailed supporting plans to FEMA and the states. In addition, USNORTHCOM's Defense Support of Civil Authorities (DSCA) exercises now pivot off of FEMA exercise scenarios to ensure relevant and appropriate DSCA activities.

If not, and if confirmed, how would you ensure that Northern Command has sufficient knowledge of State and inter-State emergency response capabilities, including capabilities of National Guard units, capabilities of title 10 regular and reserve component forces, and a good working relationship with State emergency response leaders?

If confirmed, I intend to build on the positive momentum U.S. Northern Command has fostered with the Federal Emergency Management Agency (FEMA), the National Guard Bureau other federal partners, and the states. U.S. Northern Command continues to work with FEMA and the states to better identify how Department of Defense capabilities will integrate with other federal agency, state, private sector, and non-governmental organization capabilities to provide the most effective response to major disasters.

Process for DSCA Requests and Funding

What is your understanding and assessment of the policies and procedures by which states and territories request, employ, and fund defense support to civil authorities, including reimbursement of DOD for operations in support of the States?

In the event of a natural or man-made disaster, it is my understanding that current policies and processes allow the Governor of a state to request federal assistance from the President. State federal assistance is then obtained through a formal disaster declaration. This declaration allows the lead federal agency to request assistance from the Department of Defense (DOD). Assistance is tailored to the response efforts in the affected area or state. In most cases, the Secretary of Defense (SECDEF) directs U.S. Northern Command to provide capabilities to fill gaps in the overall response effort. When DOD is directed to support, reimbursement of cost is authorized through the Stafford Act. DOD may also respond to a man-made or natural disaster absent a directive from the SECDEF under

Immediate Response Authority. Finally, DOD may provide assistance to federal agencies as requested under the Economy Act.

If confirmed, what policy or procedural changes would you propose, if any, for the processes for requesting, employing, and determining funding sources for defense support to civil authorities?

If confirmed, I will review funding source policy and processes, but at this time I do not recommend any procedural or policy changes in funding sources for the U.S. Northern Command defense support of civil authorities mission

Force Provision for NORTHCOM

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

The Department of Defense's Global Force Management process identifies forces that are globally deployable and can be provided to any combatant command through Execute Orders (EXORDs). Like most of the other geographic combatant commands, it is my understanding that Northern Command does not have a significant number of assigned military forces. However, through the EXORD process, many of the forces required by Northern Command are pre-identified and on short-notification timelines to move and be prepared to execute mission requirements in the homeland. I understand almost all of NORAD and U.S. Northern Command's allocation requests have been met for FY16, FY17.

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

If confirmed, I will use the Secretary of Defense's established Force Allocation Process to identify Northern Command's force requirements for each of its unique Unified Command Plan assigned missions. Further, I will ensure Northern Command specifies ahead of time any unique training and equipping requirements to Joint Force providers.

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?

If confirmed, I will ensure that NORTHCOM coordinates with Joint Force providers to confirm that they match trained, equipped, and ready forces to meet NORTHCOM's mission requirements. Also, if confirmed, I will continue to use the Defense Readiness Reporting System to assess NORTHCOM unit readiness and training metrics of these forces.

DOD-NORTHCOM-DHS Relationship

What is your understanding of the relationship between the Department of Defense, U.S. Northern Command and the Department of Homeland Security (DHS)?

I believe U.S. Northern Command and the Department of Homeland Security enjoy a strong and close relationship. I understand U.S. Northern Command conducts planning support and synchronization with the Department of Homeland Security, most recently in support of their Southern Border and Approaches Campaign Plan. I understand U.S. Northern Command has taken steps to align Headquarters and Components activities with the Department of Homeland Security to synchronize counter network activities and provide operational support, shared intelligence and information, and enhanced partnerships.

If confirmed, what priorities would you establish to strengthen the relationship between DOD, U.S. Northern Command and DHS?

If confirmed, I will emphasize enhancing U.S. Northern Command's planning and operational support to DHS and improving unity of effort. I will focus on opportunities to synchronize, coordinate, and integrate operations and activities with DHS as U.S. Northern Command works with them toward common strategic goals and objectives.

What do you consider to be the appropriate role for DOD and U.S. Northern Command 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?

I believe that continuation of the Department of Defense and U.S. Northern Command role to identify and validate dual-use equipment and other requirements in support of defense and homeland security missions is appropriate and necessary.

By what process should DOD define requirements for the Armed Services to train and equip forces that NORTHCOM would use to support to civil authorities?

I understand that DOD directs training and equipping requirements for NORTHCOM's defense support of civil authorities mission to the Services through the SecDef-approved Execute Order for Defense Support of Civil Authorities and the Execute Order for Chemical, Biological, Radiological, and Nuclear Response.

National Guard

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

It is my understanding Admiral Gortney has continually emphasized the importance of trusted partnerships. If confirmed, I would continue to build upon this highly cultivated environment of collaboration and cooperation with the National Guard Bureau, The Adjutants General, and individual state National Guard headquarters.

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, the National Guard Bureau, federal, state, and local first responders and National Guard units under state authority?

As I stated earlier, I believe close personal relationships are the key to operating successfully, which is especially important in U.S. Northern Command where there are so many critical, interdependent partnerships. If confirmed, I will continue to ensure these partnerships are as strong as they can be and look for opportunities to create new relationships in support of U.S. Northern Command's missions.

CBRN 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, or Nuclear (CBRN) 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?

If confirmed, I will continue to build on the work ongoing throughout the Department, the Services, National Guard Bureau, and states to ensure all the forces established to provide a CBRN response are properly manned, trained, and equipped, and that response times and command and control relationships during execution of these missions are clearly understood.

There are currently a variety of organizations and units intended for CBRN 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 CBRN incident, and to avoid unnecessary duplication?

It is my understanding that support provided by units of the CBRN Response Enterprise is scaled and graduated based on the deployment timeline the unit is designed to support and the capabilities required. Initial support would come from National Guard (NG) units, typically under the control of the governor and designed to deploy within three to twenty-four hours. If requested, federal forces can deploy within 24-96 hours to reinforce NG forces. Although federal forces have a longer deployment timeline, they bring an extremely robust lifesaving capability and capacity designed to either reinforce or replace the units already on the ground. If confirmed, I will continue the close relationship developed with the Office of the Secretary of Defense, Joint Staff, Services, National Guard Bureau and The Adjutants General to ensure all forces assigned to this mission are effectively manned, trained, and equipped to execute the mission, with command and control relationships that are suitable for the response scenario.

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 CBRN incident?

It is my understanding that the Defense CBRN Response Force (DCRF), comprised of 5,200 personnel, is USNORTHCOM's first federal military response force. The DCRF provides a rapid and highly trained technical response force, which is integrated with the larger combined federal Title 10 and state National Guard CBRN Response Enterprise (over 18,000 personnel total). I understand the DCRF represents an extremely capable force within that Enterprise and serves as a critical federal resource in the case of a CBRN incident. It has the highest density of critical lifesaving capabilities within the Enterprise, consisting of ground search and rescue, decontamination, emergency medical triage, treatment and stabilization, and ground and air medical evacuation. If confirmed, I will assess 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 CBRN incident?

It is my understanding that there is great collaboration between all mission partners to align efforts and synchronize operations during plan execution. If confirmed, I intend to further strengthen partnerships with the Federal Emergency Management Agency, National Guard Bureau, and the states to integrate other activities, such as planning, training, and readiness exercises to ensure an effective and integrated response.

Do you believe that U.S. military forces providing defense support to civil authorities in the event of CBRN incidents should be under the command of the Commander, U.S. Northern Command?

Yes. I believe federal military forces conducting CBRN response missions should remain under the command of the Commander, U.S. Northern Command because of the anticipated speed and complexity of the response. For non-catastrophic defense support of civil authorities, I support the dual status commander concept. I understand this arrangement provides command and control of both federal military and non-federalized state National Guard forces and achieves unity of effort among all assigned forces.

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 National Guard Homeland Response Forces, 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?

I understand that each state has at least one Weapons of Mass Destruction-Civil Support Team (WMD-CST). In addition, there are seventeen CBRN Enhanced Response Force Packages (CERFPs) distributed throughout the United States. It is my understanding that all units are resourced to accomplish their assigned mission.

If not, what changes do you believe are needed?

If confirmed, I will review the entirety of the CBRN Response Enterprise and make recommendations if needed.

Cybersecurity

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?

My understanding is that NORTHCOM has a defensive cyber role that provides mission assurance of assigned missions. Key enablers for this are the relationships and information sharing with mission partners such as United States Strategic Command, United States Cyber Command, Department of Homeland Security (DHS), National Security Agency, National Guard, and Canada. The DHS coordinates national protection from cyber incidents and has a unique relationship with public and private infrastructure owners. This relationship enhances NORTHCOM cyber threat awareness, given

NORTHCOM's reliance on civilian infrastructure. If confirmed, I will continue to build upon these important partnerships.

What should be NORTHCOM's role in cybersecurity operations?

NORTHCOM has a theater focus, defensive in nature, ensuring successful mission operations in a denied or degraded cyberspace environment. United States Strategic Command and United States Cyber Command have the overall Department of Defense cyber lead, with a global cyber responsibility. As I understand, NORTHCOM works closely with both commands to execute its theater cyberspace operations and maintain global situational awareness.

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

U.S. Cyber Command is a key partner with NORTHCOM, providing cyber forces, threat awareness, and planning support that enables the homeland defense and defense support of civil authorities missions. If confirmed, I will continue to evolve this relationship, enhancing global situational awareness and enabling defense of key terrain in cyberspace in support of NORTHCOM's missions.

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 U.S. Northern Command serves on the Board of Visitors for WHINSEC, which provides timely opportunities to contribute to the curriculum and ensure compliance with U.S. laws and policy. I understand collaboration remains strong, with additional command participation in WHINSEC academic forums on defense support of civil authorities, pandemic response, human rights, and security. If confirmed, I will continue to encourage the assignment of Canadian and Mexican instructors at WHINSEC.

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

Yes. I believe WHINSEC provides the next generation of military and civilian leaders in the Western Hemisphere with education and training at an operational level that promotes human rights and democratic values consistent with its mandated charter. Furthermore,

WHINSEC provides meaningful training and education in the Profession of Arms that emphasizes a civilian lead military that respects the rule of law.

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

I understand U.S. Northern Command oversight is provided through the annual meetings and by U.S. Northern Command staff interaction during curriculum development, participation in academic forums, and provisioning of relevant academic instruction through mobile training teams. If confirmed, I look forward to participating in this annual meeting along with Commander, U.S. Southern Command and other Secretary of Defense-appointed board members.

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

I understand WHINSEC embeds human rights tenets, concepts, and universally-accepted norms in all current academic offerings. In addition, I understand the Board of Visitors takes an active role in curriculum development and has on occasion even participated in some academic sessions at WHINSEC to emphasize the importance of human rights in the curriculum.

Intelligence Sharing

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

I understand U.S. Northern Command has a small cadre of experienced terrorism analysts (military personnel and Defense Intelligence Agency civilians) in its Intelligence Directorate who work with the Defense Intelligence Enterprise, the Intelligence Community, and federal law enforcement to examine foreign terrorist threat reporting affecting their area of responsibility. They pay particular attention to threats to military personnel and facilities, as well as terrorist activities that might prompt a request for Department of Defense assistance or support to lead federal agencies. I believe these terrorism analysts also tailor their work to support the operational and planning requirements of the commands and the components.

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

It is my understanding that all agencies in the U.S. Intelligence Community provide raw and finished intelligence to the intelligence team at U.S. Northern Command. In addition, the intelligence team works closely with allies, particularly Canadian partners, whose analysts are fully integrated into the Intelligence Directorate. These professionals fuse information and tailor it to support the unique mission requirements of both commands.

The intelligence assessments provided to the staff and components reflect the latest information about foreign threats that may affect North America, including traditional military capabilities such as ballistic or cruise missiles as well as asymmetric threats from terrorism and cyber operations.

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

I understand U.S. NORTHCOM enjoys a very strong relationship with the NCTC. Intelligence officers for U.S. NORTHCOM are detailed to the Directorate of Analysis at NCTC Headquarters, complemented by routine interaction with the NCTC regional representative in Denver. These deep connections foster daily analytic and watch-stander interactions that facilitate timely exchanges on threats to military personnel and facilities, aviation threats, and other emerging issues.

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

The NORTHCOM Intelligence Directorate has a civilian intelligence officer detailed to NCTC who contributes to the daily mission of NCTC by analyzing threat reporting to identify and warn about terrorist threats. The civilian intelligence officer works on an account of direct relevance to the force protection mission and communicates Department of Defense and combatant command equities to colleagues at NCTC headquarters.

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

Yes, it is my understanding that the NORTHCOM intelligence officer embedded in the NCTC is accorded the same full access to all terrorism intelligence and raw reporting as permanent cadre members. This officer shares relevant reporting with NORTHCOM, while continuously working with the originators of the information to balance greater information sharing and the protection of sources and methods.

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

It is my understanding that NORTHCOM conducts rigorous legal and policy oversight of its intelligence activities through a number of programs because of the unique nature of the NORTHCOM area of responsibility. If confirmed, I will ensure this rigor is maintained, and that the team continues to comply carefully with regulations 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.

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

Yes. I believe we must ensure that our ballistic missile defense systems remain operationally effective, especially in light of the DPRK's continued ballistic missile capability development. If confirmed, I will continue to represent the warfighting community with the Missile Defense Agency to execute their challenging test campaign that enables the Department of Defense to continue to strengthen mission capabilities.

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. Operationally realistic flight testing builds warfighter confidence in the GMD system and demonstrates deterrence capability to our citizens and adversaries. Equally important, these tests allow the Missile Defense Agency to accurately evaluate overall performance against a wide-range of threats.

Do you support the continued modernization and sustainment of the GMD system, including the planned re-design of the Exo-atmospheric Kill Vehicle, the development of a multiple-object kill vehicle, and continued improvements to sensor and discrimination capabilities?

Yes. I believe that continued modernization and sustainment ensures the GMD system will outpace the threat and provide long-term mission readiness. Specifically, improving sensors and the effectiveness of kill vehicles, as well as funding sustainment and testing of programs collectively enables U.S. Northern Command to better defend the homeland from strategic ballistic missile threats.

Do you support the deployment of a long-range discrimination radar or other appropriate sensor capability to support the defense of the homeland against Iran, as directed in the Fiscal Year 2016 National Defense Authorization Act? Should the fielding of this sensor capability be a priority of Northern Command?

As Iran continues to develop its ICBM capability, I believe we must begin to address our defensive capabilities against them, as directed in the FY16 NDAA. Today, there are two upgraded early warning radars (one located at Fylingdales, UK and the other at Thule, Greenland) providing radar coverage from any Iranian ICBM threats that may emerge. A discrimination-capable radar focused on Iran would improve U.S. capability against a more complex threat. However, in the near term, North Korea poses a more significant

threat and I believe priorities should be focused on closing those discrimination gaps. The long-range discrimination radar slated for Clear, AK is a good first step in doing just that.

Do you support the view expressed by Principal Deputy Under Secretary of Defense for Policy, Brian McKeon, that “as North Korea and, potentially, Iran make progress on ICBM class missile technologies, we must be prepared to address new, more complex threats in the next decade.” If so, what types of missile defense investments would you recommend that would enable us to meet the advancing threat and lower the cost of intercept?

I do agree that both North Korea and Iran are continuing to advance their ICBM programs and in the near future we must be in a position to counter a more complex threat. The current investment strategies set forth by VADM Jim Syring and the Missile Defense Agency are on course to do just that. The enhancements to discrimination, redesigned kill vehicles, and the improvements to command and control systems all play a vital role in addressing a more complex ballistic missile threat.

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 and NORTHCOM and NORAD? Which organization should take the lead for developing and fielding cruise missile defenses for the protection of the homeland?

I understand the JIAMDO is committed to exploring options for cruise missile defense and believe NORTHCOM and NORAD should continue to grow this vital partnership. If confirmed, as with previous commanders, I will establish an environment that builds on the great working relationship and collaborative culture that exists between the staffs.

I believe JIAMDO should continue to lead the developing and fielding of cruise missile defenses. They are currently chartered to plan, coordinate, and oversee joint air and missile defense requirements, joint operational concepts, and operational architectures for the Department of Defense.

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?

Cruise missile threat capabilities are ever increasing, and I assess that a cruise missile attack is possible; however, an attack such as this is unlikely without indications and warnings as well as a significant deterioration of current relationships. If confirmed, I

will continue to make every effort to ensure we have robust capabilities against cruise missile attacks.

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

If confirmed, I will closely track progress on cruise missile defense programs and emphasize the importance of an integrated air and missile defense capability to deter, detect, and defeat this threat. If confirmed, I will also continue to ensure that monitoring all approaches to North America remains a priority for defense of the homeland, along with the ability to detect a threat as far from North America as possible.

What role do you believe the Joint Land-Attack Cruise Missile Defense Elevated Netted Sensor (JLENS) system could play in detecting and defending against evolving cruise missile threats to the homeland? And do you think the operational exercise of this system should be continued in order to further determine its capabilities?

The JLENS operational exercise was intended to assess how well JLENS could integrate into and contribute to NORAD's air defense architecture, especially against the advanced cruise missile threat. However, the October 2015 aerostat accident resulted in suspension of the operational exercise. If confirmed, I will continue to support NORAD air defense efforts that will improve capabilities from detection through engagement to ensure we are protected from evolving threats.

I believe the operational requirement for persistent wide area surveillance that was being evaluated in the JLENS operational exercise still needs to be addressed as part of a layered cruise missile defense system for the nation. I understand Department of Defense is considering whether to proceed with the JLENS operational exercise. If confirmed, I look forward to continuing to ensure our nation is defended against cruise missile threats.

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. The air defense mission has continued to evolve over the past couple of years, in part due to Russia's resurgent military, which requires NORAD to keep a strong focus on the exterior threat. With respect to the current interior threat, there has also been an evolution in potential capabilities and threats since 9/11 with the introduction of non-traditional aviation

technologies such as unmanned aircraft systems and the gyrocopter event that occurred on April 15, 2015. These changes mandate that NORAD continue to look both inside and outside of our borders for potential threats.

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

Yes. Against the most likely threat, NORAD employs a wide array of ground-based and airborne surveillance, identification, and air defense assets to successfully defend North American critical asset areas. As adversary capabilities evolve, I understand NORAD continues to work with the government of Canada, interagency partners, and the Services to ensure the Command can outpace the threat.

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

If confirmed, I will ensure NORAD is meeting the air defense responsibilities for the United States and Canada. Any deficiencies noted to the bi-national defense of North America involving the aerospace warning and aerospace control missions will be addressed through bilateral collaboration.

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 consists of processing and assessing intelligence and information and disseminating warning of maritime threats or attacks to the governments of the United States and Canada. Maritime threats to North America emanate from all over the globe, so this unique bi-national mission relies upon maritime domain awareness generated by agencies, organizations, and military commands from both sides of the border. Beyond the warning mission, active sharing of maritime intelligence and information feeds the development of global maritime domain awareness. If confirmed, I will continue to maintain NORAD and NORTHCOM as leaders in the growing collaborative maritime domain awareness effort.

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?

I believe the realignment of combatant command responsibilities in the Arctic region in 2011 reduced some of the seams inherent to having three combatant commands with Arctic equities. I understand the Unified Command Plan changes focused NORTHCOM's efforts toward DOD end states for the Arctic. As a strategic approach to North America, the Arctic is a strategically significant region, one which will need to be closely monitored as human activity in the region increases.

I understand the 2011 Unified Command Plan also assigned the NORTHCOM Commander as the Department of Defense's advocate for Arctic capabilities. I believe doing this is an important step to facilitate collaboration among Arctic stakeholders and approach Arctic capability requirements from a holistic national and international partner perspective. If confirmed, I look forward to continuing NORTHCOM planning, operations, and identification of requirements.

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 serving as Department's Arctic capability advocate. I will work diligently with our trusted partners to identify capability requirements and shortfalls in the areas of defense, security, and safety and to develop complementary capabilities with them. If confirmed, my initial focus would be on improving our domain awareness and communications capabilities in the region to provide strategic agility.

By what process will you identify requirements for support from other government agencies, such as the Coast Guard, in fulfilling requirements for the Arctic region?

I understand the NORTHCOM Commander and United States Coast Guard Commandant jointly endorsed the Arctic Capabilities Assessment White Paper that identified common capability requirements. If confirmed, I am committed to continuing the extensive cooperative and collaborative approach to build Arctic capability that includes Arctic stakeholders within the Department of Defense, as well as our interagency partners and our most trusted Arctic international partner, Canada.

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 acceding to the Law of the Sea Convention will strengthen U.S. rights instead of being dependent upon interpretation of customary international law. As a party

to the Convention, the United States would be better positioned to influence application and development of the Law of the Sea in a manner that reflects U.S. status as a major maritime power.

Given Northern Command's responsibilities for the Arctic region, do you believe that accession to the Law of the Sea Convention would help the United States protect its interests in the Arctic, including against competing claims from foreign nations?

Yes. I believe United States accession to the Law of the Sea Convention is a matter of geostrategic importance in the Arctic where all other Arctic nations, including Russia, are parties and can fully secure their rights under the treaty. Accession to Law of the Sea Convention will provide the United States greater legal certainty in the Arctic and the world's oceans. The Arctic is becoming increasingly accessible to maritime traffic, resource exploitation, and other human activities. The Convention would support U.S. Northern Command's interest in the peaceful opening of the Arctic in a manner that strengthens international cooperation.

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