

**Advance Questions for Vice Admiral James A. Winnefeld, Jr., USN
Nominee for Commander, U. S. Northern Command, and Commander, NORAD**

Defense Reforms

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

[1] Do you see the need for modifications of any Goldwater-Nichols Act provisions?

Answer: I have served in various joint capacities throughout my naval career and witnessed firsthand the tremendous advancements this landmark legislation has created, not only among our Nation's military and civilian leadership, but as a whole within the joint services and interagency environment. As such, I do not see an immediate need to change the provisions of this legislation. However, if confirmed, I will take a hard look at ways USNORTHCOM does business to determine if changes in the legislation are warranted.

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

Answer: Not applicable.

Duties

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

Answer: The Commander of USNORTHCOM is responsible for detecting, deterring and preventing threats to the people and territory of the United States; providing military support to Federal, State and local authorities in response to natural or man-made disasters or for other missions, as directed by the President or the Secretary of Defense; and executing theater security cooperation programs with Mexico, Canada and the Bahamas.

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

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

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

Answer: It has been my honor to serve for over thirty years in a diverse set of positions that I believe have prepared me to command USNORTHCOM and NORAD. Given my background as a naval aviator, I will bring both an air and maritime perspective to the two commands. I have experience on Joint Staff, Combatant Command, and Service staffs, served as both a joint and combined commander, and have worked closely with Congress on a variety of issues. In my current position as the Director for Strategic Plans and Policy on the Joint Staff, I have gained additional 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 critical role of the National Guard and Federal Reserve forces in defending our homeland and supporting civil authorities in times of crisis.

[6] 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?

Answer: If confirmed, I intend to capitalize on every opportunity to further my understanding of USNORTHCOM's homeland defense and civil support operations; specifically, how the National Guard and Federal Reserve forces contribute to those missions and the whole-of-government approach to responding to natural and man-made disasters. This includes maintaining strong relationships with The Adjutants General (TAGs), State Governors, and the leadership of key Federal Agencies.

I also intend to deepen my growing knowledge of the threat posed to the United States and our neighbors by drug trafficking organizations, as well as existing strategies to defeat them.

If confirmed in my role as Commander of NORAD, I will continue to expand my knowledge of NORAD's aerospace warning, aerospace control, and maritime warning operations and how the Command integrates with its partners to detect, intercept and, if necessary, engage any air-breathing threat to North America. Additionally, I will receive the same training provided to other NORAD senior leaders required to direct the actual, formal process of engaging aerospace threats to our Nation.

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:

[7] The Secretary of Defense

Answer: The Commander of USNORTHCOM has direct Title 10 responsibility to the Secretary of Defense for accomplishing the missions assigned to the Command through the Unified Command Plan. If confirmed, I will ensure USNORTHCOM continues the close working relationship it currently has with the Secretary of Defense.

[8] The Deputy Secretary of Defense

Answer: The Commander of USNORTHCOM provides the Deputy Secretary of Defense information required to accomplish his duties and responsibilities as directed by the Secretary of Defense. The Commander of USNORTHCOM also coordinates with the Deputy Secretary of Defense on major homeland defense and civil support issues.

[9] The Under Secretary of Defense for Policy

Answer: The Under Secretary of Defense for Policy serves as the principal staff assistant and advisor to the Secretary and Deputy 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. She is also a key advocate for USNORTHCOM's requirements. As such, the Commander of USNORTHCOM coordinates and exchanges homeland defense, support of civil authorities, and security cooperation information with the Undersecretary of Defense for Policy for use in formulating planning guidance and policy.

[10] The Under Secretary of Defense for Intelligence

Answer: The USD(I) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The Commander of USNORTHCOM 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.

[11] The Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs

Answer: The Commander of USNORTHCOM routinely works with the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs on

significant matters regarding homeland defense, support of civil authorities, and security cooperation.

[12] The Chairman of the Joint Chiefs of Staff

Answer: The Chairman serves as the principal military advisor to the President, the Secretary of Defense, and the National Security Council. The Goldwater-Nichols DOD Reorganization Act of 1986 permits the President to place the Chairman in the communications chain, and oversight of the activities of combatant commanders may be delegated by the Secretary of Defense to the CJCS. In concert with this authority, the Commander of USNORTHCOM communicates closely with the Chairman to enable him to perform his duties. As the current Director for Strategic Plans and Policy for the Joint Staff, I have been deeply involved in interactions between the Chairman and combatant commanders, and understand the process well.

[13] The Secretaries of the Military Departments

Answer: The Secretaries of the Military Departments are responsible for organizing, training, and equipping forces for assignment to the Commander of USNORTHCOM and other combatant commanders. The Commander of USNORTHCOM 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.

[14] The Chiefs of Staff of the Services

Answer: The Commander of USNORTHCOM 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 USNORTHCOM 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 his Area of Responsibility. If confirmed, I intend to rely on the Service Chiefs as valuable sources of advice.

[15] The other Combatant Commanders, particularly U.S. Southern Command

Answer: The Commander of USNORTHCOM maintains regular dialogue concerning issues of mutual interest and frequently interacts with the other combatant commanders to support and execute U.S. National Military Strategy. If confirmed, I intend to further strengthen USNORTHCOM's established, vital relationships with the other combatant commanders. Of note, USNORTHCOM has an extremely close relationship with USSOUTHCOM and recently deployed more than 100 of its headquarters staff to USSOUTHCOM headquarters and Joint Task Force Haiti in support of the catastrophic January earthquake. USNORTHCOM also maintains particularly close relationships with U.S. Strategic Command, U.S. Transportation Command, U.S. Special Operations Command, and U.S. Pacific Command.

[16] The Chief of the National Guard Bureau

Answer: Strong teamwork between the National Guard Bureau and USNORTHCOM is critical to defending our homeland and supporting civil authorities. In my current position as Director for Strategic Plans and Policy for the Joint Staff, I have developed a strong belief in the vitality of the National Guard, and enjoy an excellent relationship with the Chief of the National Guard Bureau, General Craig McKinley. If confirmed, I look forward to further advancing this key relationship so together we may best serve the American people.

[17] 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?

Answer: From my vantage point on the Joint Staff, I have observed USNORTHCOM successfully operate within the most complex interagency network of any combatant command. If confirmed, I will establish my own relationships with—and ensure USNORTHCOM continues to work issues closely and as appropriate 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. I look forward to collaborating with every possible partner to defend the homeland while ensuring that USNORTHCOM 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

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

Answer: I believe one of our Nation's most serious security challenges is protecting the United States from an attack by violent extremists using weapons of mass destruction; accordingly, this is one of USNORTHCOM's enduring challenges. I am increasingly concerned by the evolving nature of this extremist threat towards smaller scale, hard-to-detect operations. This threat is determined and patient, will attempt to use our freedoms against us, will search for any path to produce violent events, and harbors no qualms about killing innocent men, women and children to achieve its objectives.

I am also concerned about the corrosive effect on our nation's security of drug trafficking, including its associated violence both inside Mexico and along our border. If confirmed, I will ensure USNORTHCOM continues to support a whole-of-government

approach on both sides of our border with Mexico and in strengthening Mexico's ability to reduce and minimize this violence by dismantling and defeating transnational drug trafficking organizations.

In the longer run, I am concerned about the potential acquisition by rogue nations, such as North Korea and Iran, of the combination of a nuclear weapons capability and the capacity to deliver it to our shores. Finally, the constant potential for a major natural disaster is something for which the USNORTHCOM Commander must always be prepared.

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

Answer: If confirmed, I will do everything in my power to ensure our Nation is prepared to handle the full spectrum of threats to our homeland. I will be an advocate for the sense of urgency required to maintain vigilance against these threats; nurture a culture that continuously challenges and improves our capability, particularly in the area of information sharing with our partners; and continue improvements to USNORTHCOM's rigorous exercise program. I will examine the Command's homeland defense and civil support plans to ensure they address evolving threats and are tailored to need. I will continue to strengthen USNORTHCOM's relationships with its National Guard, interagency, state, local, tribal, and international partners to ensure the whole is greater than the sum of the parts.

Mission of U. S. Northern Command

[20] What is the mission of U. S. Northern Command?

Answer: USNORTHCOM anticipates and conducts homeland defense and civil support operations within its assigned Area of Responsibility in order to defend and secure the United States and its interests. In addition, the command is responsible for executing theater security cooperation with Mexico, Canada, and the Bahamas, with full respect for their sovereignty.

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

Answer: The Department of Homeland Security is responsible for guarding against terrorism; securing our borders; enforcing our immigration laws; and improving our readiness for, response to, and recovery from natural and man-made disasters. USNORTHCOM is responsible for detecting, deterring, and preventing external threats to the United States, and when directed by the President or Secretary of Defense, providing defense support of civil authorities (DSCA). USNORTHCOM cooperates closely with—and for DSCA missions will be in support of—the Department of

Homeland Security in the execution of its missions in accordance with direction from the President or the Secretary of Defense.

[22] Are there circumstances under which you would you anticipate U. S. Northern Command would have the lead federal role in responding to a terrorist incident?

Answer: Normally, the DOD (including USNORTHCOM) will be in support of agencies such as the Department of Homeland Security, the Department of Justice, and the Federal Bureau of Investigation in preventing, countering, and responding to terrorist incidents in the United States. However, the President may determine that a terrorist incident rises to the level of an armed attack against the United States and therefore direct that DOD take the lead in the defense of the Homeland. The Commander of USNORTHCOM, as the geographic Combatant Commander, would likely be assigned as the supported DOD commander.

[23] Or do believe NORTHCOM would operate only in support of other federal departments and agencies?

Answer: See previous answer.

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

Answer: In accordance with the Secretary of Defense's January 2010 directive on critical infrastructure, as a regional combatant command, USNORTHCOM is responsible for preventing or mitigating the loss or degradation of DOD-owned critical assets within its Area of Responsibility.

Organization and Authority

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

[25] 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?

Answer: If confirmed, I will employ an all-hazards approach to force protection. I also understand that it is challenging to strike the right balance between threat mitigation, responsible stewardship of resources, and installation efficiency—areas that depend upon robust DOD and interagency coordination to provide for mission assurance at over 2500 installations located in the USNORTHCOM Area of Responsibility. If confirmed, I will make a concerted effort to determine where we stand on this key issue, and continue the Command's ongoing efforts to mitigate force protection vulnerabilities.

[26] 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?

Answer: If confirmed, I will emphasize coordination among USNORTHCOM, the Joint Staff, the Services, and the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs on force protection planning and resourcing to maximize efficiencies and preclude redundant efforts. In addition, I will focus the Command's ongoing efforts to share force protection information to support critical analysis, as well as employing force protection and biometric technologies that are state-of-the-art and cost effective.

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

Answer: The forces assigned to USNORTHCOM are those inherent within the Headquarters staff, as well as the staffs of the subordinate/component commands listed below:

- U.S. Army North
- Marine Forces North
- Air Forces Northern
- Joint Task Force Civil Support
- Joint Task Force North
- Joint Force Headquarters National Capital Region

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

Answer: On 1 October 2003, when Full Operational Capability was achieved, the forces assigned to USNORTHCOM consisted of the Service component headquarters and two standing Joint Task Force headquarters. In 2004, the Command stood up a third Joint Task Force, Joint Force Headquarters National Capital Region.

On 1 October 2008, USNORTHCOM was assigned forces in support of the standing Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE) Consequence Management Execute Order for a period of 12 months (October 2008 – September 2009). On 1 October 2009, the status of the CBRNE Consequence Management forces was changed back to allocated vice assigned, per the 2010 Global Force Management Allocation Plan.

NORAD

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

Answer: NORAD is charged with the missions of aerospace warning, aerospace control, and maritime warning for North America. Aerospace warning includes the detection, validation, and warning of attack against North America whether by aircraft, missiles, or space vehicles, through mutual support arrangements with other commands. Aerospace control includes ensuring air sovereignty and air defense of the airspace of the United States and Canada. Maritime warning consists of processing, assessing, and disseminating maritime intelligence and information, and warning of maritime threats to or attacks against, North America.

[30] How has NORAD's mission evolved since the creation of U.S. Northern Command?

Answer: Since USNORTHCOM stood up in 2002, NORAD's mission expanded in two areas: maritime warning and ballistic missile warning. The April 2006 NORAD Agreement renewal added a maritime warning mission, which entails a shared awareness and understanding of the activities conducted in U.S. and Canadian maritime approaches, maritime areas and inland waterways. NORAD also provides ballistic missile warning to USNORTHCOM in support of Ground-Based Midcourse Defense operations. Additionally, NORAD has been instrumental in rapidly developing a close operational relationship between USNORTHCOM and Canada Command, the Canadian equivalent to USNORTHCOM, which was established in 2005.

[31] How does NORAD's mission relate to U. S. Northern Command's mission?

Answer: USNORTHCOM and NORAD are separate commands; neither is subordinate to the other. The Commands have complementary missions, operate within a common security environment, and share a largely integrated headquarters staff. USNORTHCOM is committed to the defense of the United States and NORAD is committed to the air defense of and maritime warning for both the United States and Canada.

[32] How does NORAD's mission relate to the mission of the Department of Homeland Security?

Answer: NORAD, by performing its bi-national defense mission, provides significant but indirect support to the Department of Homeland Security by deterring threats in the air and maritime domains.

[33] 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?

Answer: I understand that the NORAD and USNORTHCOM staffs are fully integrated, with the exception of separate operations directorates, and that both Commands believe this is effective. In my experience, where organizations are integrated well, greater

effectiveness and efficiency can be the result. If confirmed, I will examine whether this organizational structure maximizes the operational effectiveness of both Commands.

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.

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

Answer: USNORTHCOM currently has three Joint Task Forces:

- Joint Task Force Civil Support: Aligned under U.S. Army North; provides command and control of DOD incident management forces that respond to catastrophic chemical, biological, radiological, nuclear, and high-yield explosive events.
- Joint Task Force North: Aligned under U.S. Army North; supports counterdrug and border patrol support along the United States-Canada and southwestern United States border, and other operations against transnational threats.
- Joint Force Headquarters National Capital Region: Provides land-based homeland defense, civil support, and incident management in the National Capital Region.

Joint Task Forces under USNORTHCOM's authority are well-manned multi-service organizations that plan and execute Homeland Defense and Defense Support of Civil Authorities operations, as directed by the President or the Secretary of Defense. Joint Task Force operational planning is synchronized through continuous development and coordination of Joint Task Force plans that support USNORTHCOM concept plans. These Task Forces further develop and refine plans, and exercise with HQ USNORTHCOM, to enhance execution of existing and emergent homeland defense and civil support missions.

Counter-Narcotics Efforts

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

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

Answer: DOD supports the counterdrug mission in both domestic and international environments, fully respecting jurisdictional and sovereignty restrictions in each area. USNORTHCOM plays an integral role in these efforts, including cooperating closely with USSOUTHCOM and USPACOM in sharing information and situational awareness of drug-related threats to United States national security.

USNORTHCOM's Joint Task Force North provides DOD support of civil authorities for United States law enforcement agencies in counternarcotics operations, as well as working with Mexican military and civil authorities along the border to enhance their capability. USNORTHCOM is working with Mexico as it continues to build their overall capability and capacity to fight drug trafficking organizations as part of DOD's support to the Mérida Initiative. USNORTHCOM also partners with Canada and with the Bahamas on counterdrug matters.

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

Answer: Interdicting drug flow in the Western Hemisphere is a complex, ever-evolving effort against a determined and resourceful adversary. Substantial efforts by U.S. Federal civilian agencies and state and local law enforcement agencies, supported by DOD, along with efforts by military and police forces from other nations, have made progress. However, demand for drugs remains a problem within our country, and the U.S. needs to continue its whole-of-government efforts to counter the flow of drugs coming north and the flow of weapons and money to the south. I view this as a major problem—where USNORTHCOM can contribute to solving it, it should be an important part of the Command's mission. If confirmed, I will ensure USNORTHCOM continues to work with interagency and international partners on all fronts to reduce the flow of narcotics into and within the USNORTHCOM Area of Responsibility.

The geographic seam between USSOUTHCOM and USNORTHCOM is a key route for drugs to enter Mexico on their way to the U.S. My understanding is that the two commands work closely together on this issue. Based on our collaboration in the aftermath of the Haiti earthquake, I have developed a close working relationship with General Doug Fraser, the Commander of USSOUTHCOM. If confirmed, I fully expect to continue our work together to ensure a seamless effort across the border between the two Areas of Responsibility, to include further strengthening the relationships among Joint Interagency Task Force – South (JIATF-S), USNORTHCOM's Intelligence Directorate, and JTF-North.

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

Answer: Counterdrug operations, including those occurring on the boundaries with USPACOM, are coordinated through sharing of intelligence information among combatant commands, interagency partners, the National Interdiction Centers, and USPACOM's Joint Interagency Task Force-West. I believe that synchronization among combatant commands is a critical ingredient of our Nation's unity of effort in counterdrug operations. If confirmed, I will continue to nurture the relationship among USNORTHCOM, USPACOM and USSOUTHCOM regarding counter-drug information sharing and operations.

[38] If confirmed, what changes, if any, would you propose?

Answer: If confirmed, I look forward to working with the other combatant commanders and interagency partners USNORTHCOM supports to identify and eliminate any operational seams to improve counterdrug operations.

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

Answer: I believe that success in counternarcotics is not easy to quantify. Traditional metrics, such as the price of drugs for sale on the street, are the product of many different factors, and their exclusive use could lead to false optimism or pessimism over our efforts. If confirmed, I intend to further explore this topic to determine whether there are useful input and output metrics that could be applied to USNORTHCOM's counternarcotics efforts.

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

Answer: The Department of Defense's experience in countering insurgent and violent extremist networks is useful in countering drug trafficking networks, as all of these networks move people, material, money and information using clandestine methods. Accordingly, DOD's contribution to interagency counternarcotics efforts is expanding. DOD normally takes a supporting role to the interagency in this arena. If confirmed, I look forward to forming my own assessment, and assisting DOD in determining which counternarcotics programs are most effective in the region to improve operational mission support to law enforcement and theater security cooperation efforts in combating these threats.

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

Answer: USNORTHCOM conducts missions to defend and secure the United States and its interests—these are no-fail missions. Drug trafficking directly affects our national security in several ways, including its corrosive effects within our society, violence along our border, and violence that severely impacts our neighbor and friend, Mexico. As such, I would rank contributing to counternarcotics efforts very high among USNORTHCOM's missions. If confirmed, and within appropriate limitations of jurisdiction, sovereignty, and available resources, I will continue USNORTHCOM's efforts to support its domestic partner agencies and partner nations to address illicit narcotics and transnational threats to the Homeland.

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

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

Answer: While I believe the geographic boundary between USNORTHCOM and USSOUTHCOM is appropriately placed, it is absolutely critical that these two commands work effectively together on common security threats, including counternarcotics. This will require: a strong partnership based on personal relationships; overall and theater security cooperation strategies that mesh closely together; deep information sharing enabled by quality liaison officers and modern technology; and a willingness to allow the opposite command to relate to partners in each other's Area of Responsibility. If confirmed, I look forward to capitalizing on the excellent working relationship I developed with General Doug Fraser, the USSOUTHCOM Commander, during operations in the aftermath of the Haiti earthquake.

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

[43] What is your understanding of the Mérida Initiative as it relates to NORTHCOM?

Answer: It is my understanding that USNORTHCOM plays a vital role in coordinating acquisition, contracting, and delivery of items provided through the Foreign Military Sales (FMS) and Foreign Military Financing (FMF) Programs within the auspices of the Mérida Initiative. These items improve the Mexican military's ability to deploy rapid-

reaction forces quickly in support of police operations against drug trafficking organizations, and to conduct maritime surveillance in an effort to deny the use of the eastern Pacific and western Caribbean to transnational criminal organizations, including drug traffickers and potential terrorists.

Additionally, USNORTHCOM assists its Mexican military partners—while respecting Mexican sovereignty—with focused training, equipment, and related support intended to help reduce violence, weaken the drug trafficking organizations, ensure rule of law and respect for human rights, and set the conditions for the eventual operational takeover of the drug war by Mexican law enforcement authorities.

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

Answer: Countering drug trafficking organizations is a transnational, trans-border effort that must be approached in a holistic, “whole-of-governments” manner. The DOD plays largely a supporting role in countering drug trafficking organizations and gangs by working closely with both domestic and international partners to counter these transnational threats.

In accordance with federal statutes, USNORTHCOM provides military support to Federal law enforcement agencies to assist in the identification and interdiction of transnational threats within and along the approaches to the United States. USNORTHCOM also supports Federal law enforcement agencies through information collection, analysis, fusion, and sharing appropriate information.

Through its Theater Security Cooperation efforts, USNORTHCOM is focused on building partner capability and capacity with Mexico and The Bahamas, and on enhancing coordination and interoperability with Canada, in order to develop and strengthen mutually beneficial partnerships to counter transnational drug trafficking organizations and gangs. USNORTHCOM also works closely with its partner combatant commands through common strategies and information sharing in order to mutually enhance each command’s effectiveness in these efforts.

Security Relationships with Canada and Mexico

The U.S. Northern Command Area of Responsibility includes the land areas of the United States, Canada, and Mexico. The bi-national NORAD Command ensures close cooperation between the United States and Canada on security matters. NORTHCOM has been working with the Mexican military on security cooperation related to Mexico’s efforts to counter drug trafficking and violence.

[45] What is your assessment of the current security relationship between the United States and Canada?

Answer: I believe that our security relationship with Canada is excellent at all levels and in every Department of the U.S. Government. This relationship is characterized by extraordinary trust and confidence, evidenced by the long standing cooperation our two nations have enjoyed through the NORAD agreement. Canada has been an absolutely vital partner in the International Security Assistance Force's role in Afghanistan, conducting operations and making enormous sacrifices in some of the most challenging areas of that country. My understanding is that USNORTHCOM also has a very strong relationship with its Canadian counterpart, Canada Command. If confirmed, I look forward to contributing to the success of this long-standing partnership.

[46] What is your assessment of the current security relationship between the United States and Mexico?

Answer: In my opinion, the current security relationship on a military-to-military level between the U.S. and Mexico is the best it has ever been. This was recently exemplified by the 30 March 2010 Mèrida Initiative High-Level Consultative Group discussions held in Mexico City at the highest levels of our governments, which included the defense minister equivalents from both countries, as well as our Chairman of the Joint Chiefs of Staff. It is also reflected by military-to-military discussions that continue to grow in substance and importance, to include recently-held United States-Mexico Defense Bilateral Working Group discussions in Washington, DC.

Mexico is a critical partner that has demonstrated its commitment to combating drug trafficking organizations that affect the safety and security of North America. President Calderon and the Mexican military have been on the leading edge of a three-year national effort to disrupt the drug trafficking organizations and curtail narco-violence in Mexico. USNORTHCOM security cooperation activities continue to be a key and successful element of fostering a new era of U.S. Government-Government of Mexico collaboration.

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

Answer: If confirmed, I will continue the positive momentum USNORTHCOM has established in this relationship. This will include: developing personal relationships with my counterparts informed by an understanding of their concerns; extending this level of trust downward through our respective chains of command; working to accelerate delivery of equipment under the Mèrida initiative, as well as other capabilities; and continuing to provide training and information sharing requested by the Mexican authorities. I will capitalize on past and ongoing successes and look for new and innovative ways to build upon these achievements.

[48] What is your assessment of the security challenges to the United States posed by drug-related violence in Mexico?

Answer: In addition to the corrosive effects of drugs within our own cities, I believe the violence associated with drug trafficking in Mexico is a significant security challenge to the United States through its potential to spill over the border and by virtue of its severe negative impact on the internal security of a neighbor and friend. Mexican criminal organizations have been responsible for murders (including U.S. personnel who work in Mexico), kidnappings, extortion, human smuggling, arms and drug trafficking, and other violent activities.

It is my understanding that narco-violence increased in 2009, with some reports indicating 6,587 drug-related murders, up from 5,207 drug-related murders in 2008. Despite the increase in violence, President Calderon and the Mexican military are fighting back with notable successes, including the attempted apprehension of Arturo Beltran Leyva (Head of the Beltran Leyva Cartel, who was killed in the ensuing gun battle), the capture of his brother Carlos Beltran Leyva, and the arrest of Roberto Sánchez Arras, the one-time number three man in the Juárez Cartel. It is my belief that the U.S. Government should continue to provide security assistance to Mexico to build its capability and capacity to counter the violence that poses such a threat to their society.

NORTHCOM-State Relations

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

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

Answer: Yes. I understand USNORTHCOM already works collaboratively with the Federal Emergency Management Agency (FEMA), National Guard Bureau, and the States to anticipate DOD consequence management support to civil authorities and to coordinate potential requirements for effective consequence management. I have also observed that through USNORTHCOM's Component Command, U.S. Army North, and their assigned Defense Coordinating Officers, that USNORTHCOM works with the FEMA regional offices and States to improve relationships, information exchange, and mutual understanding. If confirmed, I look forward to participating in the Council of Governors meetings to further understand the States' capabilities and how DOD can best prepare to assist States in an emergency.

[50] If so, how would you plan to ensure that U.S. Northern Command has sufficient knowledge of State emergency response capabilities, including capabilities of National Guard units, and a good working relationship with State emergency response leaders?

Answer: If confirmed, I will ensure USNORTHCOM continues its progress with FEMA, the National Guard Bureau, and the States in planning and integrating a whole-of-government approach to natural disaster response. In addition, if confirmed, I will examine USNORTHCOM's staff sub-structure to determine if the Command is organized optimally for this important mission area.

Force Provision for NORTHCOM

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

[51] What is your understanding of how forces are planned to be allocated to Northern Command for its full range of mission requirements, and the role that U.S. Joint Forces Command plays in that process?

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

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

Answer: The Secretary of Defense allocates forces to Combatant Commands based on global requirements. The Service Chiefs, in accordance with their Title 10 responsibilities, are responsible for providing Combatant Commanders trained and ready forces for employment within their respective Areas of Responsibility. If confirmed, I will ensure the Joint Staff and the joint force providers are aware of my force requirements, and that allocated forces are ready to perform their various missions required in supporting civil authorities and protecting the United States. I will maintain continuous liaison with joint force providers and the Services and, in order to promote speed-of-response, I will explore innovations that would enable pre-identification of the units that would be sourced to USNORTHCOM in a contingency.

[53] 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?

Answer: As I understand it, USNORTHCOM has the ability to track the readiness of Title 10, Title 32 and non-DOD capabilities of individual states throughout its Area of Responsibility using the Defense Readiness Reporting System (DRRS). USNORTHCOM directly interfaces with the National Guard Bureau to obtain the readiness status of Title 32 capabilities and is supporting the National Guard Bureau in establishing DRRS in every state. Moreover, if confirmed, I intend to work closely with my Service and National Guard counterparts to personally observe, when possible and appropriate, the readiness of units that will be assigned Homeland Defense or DSCA missions.

NORTHCOM-DHS Relationship

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

[54] As the Department of Homeland Security improves and matures its homeland security capabilities, do you expect that will reduce the demands on U.S. Northern Command to provide defense support to civil authorities?

Answer: This really depends on whether the combined capacity of civil and military resources in a particular mission area (such as counternarcotics or disaster response) is currently adequate. Where this is true, it can be viewed as a zero-sum situation in which additional Department of Homeland Security capability could reduce demands on USNORTHCOM. However, there may be areas where our current capacity is inadequate, and increased Department of Homeland Security capacity will merely make additional progress towards buying down risk to a more acceptable level. If confirmed, I will collaborate with the Department of Homeland Security to understand how the various capacities mesh—both where savings may be realized and where additional capacity may be required.

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

Answer: In accordance with the Secretary of Defense's guidance, I believe the role of USNORTHCOM is to coordinate with the Secretaries of the Military Departments, the Commander of USSOCOM, the Commander of USPACOM, and the Chief of the National Guard Bureau to identify critical dual-use equipment necessary for Active and

Reserve component units and personnel to assist civil authorities in responses to natural disasters, acts of terrorism, and other man-made disasters as identified in the national planning scenarios. In accordance with my answer above, I believe it is also incumbent on USNORTHCOM to coordinate with the Department of Homeland Security and State authorities as required to more fully understand equipment requirements in a resource-constrained environment.

Response to Christmas Day Aircraft Bomb Plot

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

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

Answer: Apprehending, detaining, or interrogating an individual alleged to have committed a criminal act within U.S. jurisdiction is a law enforcement function. NORAD conducts air defense operations as part of Operation NOBLE EAGLE and would likely be involved operationally if needed, and both NORAD and USNORTHCOM would remain alert for potential associated or follow-on attacks.

National Guard

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

[57] Do you agree with this view of Admiral Mullen?

Answer: Yes. Defending our country is the military’s primary duty, which is why all DOD forces, including the National Guard and Federal Reserves, are organized, trained, and equipped to fight our nation’s wars. This is not to minimize the absolutely vital role the National Guard and Reserves play in civil support, and we must ensure these agile forces are adequately resourced and prepared for this mission.

[58] Do you believe that defending the Homeland or civil support should become the National Guard’s primary missions?

Answer: As a component of the Total Force, the National Guard has distinguished itself across full spectrum of DOD operations, both at home and abroad. Never has this been

more true than over the last nine years of both conflict abroad and pressing missions at home. In my view, the National Guard should remain a full member of the Total Force. Their contribution to the success of DOD's mission is too significant to be limited to just homeland defense and civil support. Moreover, to create additional force structure to execute the federal missions currently being accomplished by the National Guard would be cost-prohibitive. In short, the Guard is providing exceptional service and flexibility to our Nation in its current status.

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

Answer: My sense is that the working relationship among USNORTHCOM, the National Guard Bureau, and individual States' Guard headquarters has never been better and continues to improve. The robust National Guard presence within the USNORTHCOM headquarters bears witness to this and fosters information sharing, collaborative planning, and Total Force mission execution that are paying dividends every day. If confirmed, I look forward to leveraging the excellent rapport I maintain with Gen Craig McKinley and other Guard leaders whom I have met in order to further advance this vital relationship.

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

Answer: As a former Joint Task Force Commander, I understand the value of strong liaison relationships and their contribution to an organization's success. If confirmed, I intend to enhance the existing liaison relationships that USNORTHCOM currently already employs with these organizations by ensuring that liaison officers are empowered, motivated and prepared to take all actions necessary to build relationships and understanding, conduct mutual planning, and remain prepared to transition seamlessly to cooperative execution. Where necessary, appropriate, and permitted by personnel resources, I will build new liaison relationships with key partners.

CBRNE Response Capabilities

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

[61] 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?

Answer: I believe the CBRNE Consequence Management (CM) mission in our homeland is a no-fail mission, and that forces assigned to this mission must be able to respond as required. USNORTHCOM has developed detailed plans to support CBRNE CM in support of civil authorities. I understand the USNORTHCOM CBRNE CM Response Forces are in transition and evolving into what is designed to be a robust and responsive force to provide faster life-saving capability and mitigate human suffering. If confirmed, I will work closely within DOD and with the National Guard and the States to ensure adequate forces are allocated to this mission and that they are properly trained, resourced, and exercised to maintain their readiness to respond when needed.

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

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

Answer: The military organizations designed to respond to a CBRNE CM incident are structured to provide a graduated response capable of handling small incidents, as well as large-scale incidents, in support of civil authorities. Some are Federal forces, while others are National Guard forces normally controlled by the state governors. Each echeloned element is designed to respond under different timelines to build upon and integrate with the others to provide capability to civil authorities.

If confirmed, I intend to work closely with the National Guard Bureau and the states to ensure all forces established to accomplish this mission are properly manned, trained, equipped to execute it, and that timelines and command and control relationships during execution are clearly understood and effective.

[63] What is your assessment of the ability of the CBRNE Consequence Management Response Forces (CCMRF), as currently constituted, to provide a significant capability to support federal civil authorities in the event of a CBRNE incident?

Answer: It is my understanding that the two existing CCMRFs provide a responsive and flexible capability with federally-controlled forces that are trained, equipped, exercised, evaluated, and employed by USNORTHCOM to respond to near-simultaneous incidents. I also understand that incremental modifications have been made to the CBRNE Consequence Management Response Force concept—based on analysis and lessons learned from state-and national-level exercises—in order to improve its ability to provide comprehensive and self-sustaining support to first responders. I am also aware that DOD

has determined that further improvements in CBRNE response capability are warranted to provide rapid response capability that is aligned within FEMA regions and responsive to state governors.

[64] How would you assess the relative capabilities of a trained and equipped CCMRF to a trained and equipped National Guard CBRNE Enhanced Response Force Package (CERFP)?

Answer: It is my view that each of these forces present complementary capabilities that enhance our overall CBRNE Consequence Management response.

The CBRNE Consequence Management Response Force (CCMRF) is a relatively large force (4000-4500 personnel) that contains the required centralized capabilities to integrate with and support a Federal response under the National Response Framework. These capabilities include search and extraction, decontamination, air and ground casualty evacuation, mortuary affairs, information dissemination, communications, logistics, and a command and control structure to support integration of follow on forces.

CBRNE Enhanced Response Force Packages (CERFPs), under the control of State governors, represent a much smaller (90-180 personnel), more agile and timely response force that is focused on regional support to provide security, triage, mass casualty and patient decontamination and stabilization.

When responding to a domestic event, both force elements provide a balanced approach by integrating and synchronizing the advantages of the National Guard CERFP and the robust Federal capability of the CCMRF.

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

Answer: In most cases, the incident will be managed at the state level with DOD in support. For all incidents, federal forces would “lean forward”, as permitted under the National Response Framework, in order to monitor and assess CBRNE capabilities and provide additional support if requested. If Title 10 forces do respond, I believe the Commander of USNORTHCOM should maintain command and control of these forces in a “direct support” relationship aligned closely with the primary federal agency and the affected state governor(s) under the principle of unity of effort. In certain rare circumstances, the USNORTHCOM Commander may be asked to assume overall command and control due to the nature or scope of an incident. If confirmed, I will ensure that federal forces under my command are responsive under either command and control framework.

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.

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

Answer: Yes, in my view, WMD-CSTs are appropriately organized, sized, trained and equipped to accomplish their assigned detection and analysis mission. WMD-CSTs are standardized forces and their training and readiness is overseen by USNORTHCOM through its Army Component, U.S. Army North.

I understand that there may be a need to improve CERFP organization, equipment standardization, and readiness. If confirmed, I will work with the National Guard Bureau to assist in any way to ensure that CERFPs are ready to accomplish their assigned mission in accordance with the CBRNE Enterprise identified in the 2010 Quadrennial Defense Review.

[67] If not, what changes do you believe are needed?

Answer: Today, I cannot say with certainty what changes are needed. However, if confirmed, I will quickly focus on CBRNE consequence management to do my part to ensure our nation has adequate response capability across the spectrum.

CBRNE Consequence Management Response Force units

Several years ago, the Department decided to create three CBRNE Consequence Management Response Force (CCMRF) units to provide defense support to civil authorities in the case of major CBRNE incidents in the United States requiring federal consequence management. The recently released 2010 Quadrennial Defense Review (QDR) proposed a significant restructuring of the CBRNE response force, from the three CCMRFs under DOD control, to one robust CCMRF, two military command and control units, and 10 future Homeland Response Forces within the National Guard and under the control of Governors in the 10 FEMA regions.

[68] Do you believe the CCMRF concept, organization, and capability remain sound?

Answer: I believe the existing CCMRF concept was an important milestone toward achieving increased capability for this vital mission. The makeup of CBRNE response should inevitably represent a balance among speed, capability, resources, and ownership. Clearly, a robust Federal response to augment state and local responses is a vital component of this response. It is my sense that the restructuring directed by Secretary of Defense and outlined in the 2010 Quadrennial Defense Review represents an effort to refine this concept, and that DOD is committed to ensuring forces within the CBRNE

CM Enterprise remain trained and ready, regardless of how they are organized. I understand USNORTHCOM is actively working to fully outline this concept with Department of Defense partners, especially the National Guard Bureau, and Federal interagency partners to ensure it is effectively employed.

[69] What is your assessment of the organization, capability, and potential effectiveness of the proposed HRFs in responding to a major CBRNE incident, as compared to the capability of the existing CCMRFs?

As I understand it, the intent of this decision is to rebalance the Nation's CBRNE CM forces to better reflect the shared roles of the states and Federal government during a domestic event. As such, it appears to me that the HRFs were designed to provide a faster life-saving response than the existing CCMRFs, and to capitalize on the advantages of alignment with the FEMA regions, deeper regional knowledge, and state ownership.

That said, it remains important that a robust federal response be prepared to augment the HRFs. This will be provided by a revised CCMRF that has 700 additional personnel and a more rapid response capability, along with two command and control CCMRFs that can coordinate responses to additional CBRNE events using general purpose forces.

It is my understanding that work is in progress at USNORTHCOM, in collaboration with the requisite partners, on detailed implementation planning for this modified construct. If confirmed, I look forward to working with the National Guard Bureau and others to implement it properly, while at the same time closely monitoring training and readiness levels to ensure we provide the nation the strongest possible response capability.

[70] In your position as Director for Strategic Plans and Policy on the Joint Staff, were you involved in the debate and/or formulation of the Homeland Response Force (HRF) plan as outlined in the Quadrennial Defense Review?

Answer: No. Within the Joint Staff, the Force Structure, Resources, and Assessment Directorate partnered with the Office of the Secretary of Defense to lead the formulation of the Homeland Response Force plan within the QDR effort. I was informed of my pending nomination for the position of Commander, USNORTHCOM towards the end of the formulation and decision process, at which time I requested an information brief and attended two meetings as an observer.

[71] Do you believe it would be prudent to disestablish an existing CCMRF unit and eliminate its capability prior to having an equivalent alternative capability in place?

Answer: I do not believe it would be prudent to give up an existing capability prior to an alternative capability being in place.

[72] In order to ensure adequate defense support of civil authorities, do you believe the three CCMRFs, or any related units created from the proposed restructuring

outlined in the QDR, should be federal forces under the command of U.S. Northern Command?

Answer: In the new concept, Federal Restructured-CCMRF and the two smaller command and control elements created under the proposed restructuring outlined in the Quadrennial Defense Review should and will be under the command and control of the USNORTHCOM Commander. State assets, such as the HRFs, CERFPs, and WMD-CSTs, will be under the command and control of the Governors through their Adjutants General, but could be Federalized under Title 10 if needed. If confirmed, I intend to work closely with the National Guard Bureau and the individual states to ensure command and control arrangements are clear and are exercised.

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.

[73] What is the relationship between U. S. Northern Command and WHINSEC?

Answer: I understand that the National Defense Authorization Act of 2008 added the Commander of USNORTHCOM to the Western Hemisphere Institute for Security Cooperation (WHINSEC) Board of Visitors. The Board of Visitors reviews curricula to ensure compliance with United States laws, regulations, and policy goals, with an emphasis on human rights.

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

Answer: It is my belief that WHINSEC is a strategic tool for international engagement that supports principles set forth in the Organization of American States Charter. WHINSEC's professional education and training has a positive impact upon the 800-1000 Latin American students in attendance annually from military, law enforcement and civilian institutions. I agree with the sense of Congress, as expressed in section 1084 of the National Defense Authorization Act for Fiscal Year 2010, that WHINSEC is building partner capacity that enhances regional and global security.

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

Answer: As I understand it, USNORTHCOM has an Academic Outreach and Human Rights Officer who is responsible for the hands-on oversight of WHINSEC from a

USNORTHCOM perspective and raises concerns to the Commander as appropriate. If confirmed, I will evaluate the effectiveness of this arrangement to see if any changes are necessary, and will exercise personal oversight to ensure this process is effective.

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

Answer: I believe that human rights are an absolutely essential ingredient of the WHINSEC curriculum. If confirmed, I will examine this issue closely and determine if more emphasis is needed.

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

Answer: After WHINSEC was activated, safeguards such as the Board of Visitors were put in place to ensure compliance with United States laws, regulations, and policy goals, with an emphasis on human rights. If confirmed, I will examine outreach efforts in order to determine whether they are effective, and to reassure these groups of USNORTHCOM's commitment to human rights within the WHINSEC curriculum.

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

Answer: If confirmed, I look forward to attending the Board of Visitors annual meeting-- I will ensure that only a higher priority event requiring my presence would interfere with my attendance at the annual meeting.

Intelligence Sharing/NCTC

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

Answer: It is my understanding that USNORTHCOM develops all-source intelligence assessments of the transnational terrorist threat in order to provide warning and situational awareness in support of the missions of Homeland Defense, Defense Support of Civil Authorities, and Force Protection. USNORTHCOM collaborates with all members of the Intelligence Community, other Combatant Commands, and the National Counterterrorism Center to ensure the Command is able to anticipate potential responses to transnational terrorist threats as they develop.

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

I understand that USNORTHCOM develops intelligence assessments based on all-source intelligence derived from all 16 Intelligence Community members. This collaborative environment is fostered by a networked approach that allows USNORTHCOM analysts to leverage relevant expertise throughout the Intelligence Community.

These collaborative relationships are created and maintained by a robust liaison program. National Agency Representatives from the Central Intelligence Agency, National Security Agency, Federal Bureau of Investigation, National Geospatial-Intelligence Agency, Department of Homeland Security, the Service intelligence agencies, and the Defense Intelligence Agency are located within USNORTHCOM.

Similarly, USNORTHCOM liaison officers are located at the Department of Homeland Security, the Federal Bureau of Investigations, the National Counterterrorism Center and the Canadian National Defence Headquarters in Ottawa.

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

Answer: It is my understanding that USNORTHCOM has a strong relationship with the National Counterterrorism Center in a collaborative information-sharing environment. USNORTHCOM routinely relies on the Center's finished production and their collaborative tools, all of which is facilitated by having two full-time USNORTHCOM personnel who are physically assigned to the Center as liaison officers.

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

Answer: Yes. USNORTHCOM currently has two full-time liaison officers at the National Counterterrorism Center who facilitate the flow of information between USNORTHCOM and the Center.

One liaison officer is assigned to the Defense Intelligence Unit, which is responsible for reviewing intelligence databases for information related to DoD equities. The other liaison officer is assigned to the Directorate of Strategic Operational Planning at the Center and ensures USNORTHCOM is aware of and involved in community operational and contingency planning.

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

Answer: Yes. It is my understanding that USNORTHCOM liaison officers have access to all intelligence databases available to other Center analysts and are fully capable of performing their functions in support of the Center.

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

Answer: USNORTHCOM accomplishes its intelligence mission within the framework of existing laws and policy; I understand USNORTHCOM is vigilant in ensuring all intelligence activities conducted in support of its mission comply with intelligence oversight law and policy. If confirmed, I will ensure all intelligence activities conducted in support of USNORTHCOM operations are reviewed by legal staff to ensure they are conducted in accordance with law and policy.

Ballistic Missile Defense

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

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

Answer: Yes. In light of the growing threat from North Korea and Iran, both in numbers and sophistication, the capability to defend the Nation with an effective ballistic missile defense system is becoming increasingly important. The recently-announced Phased Adaptive Approach, a four-phase global approach, will provide a layered defense capability for the homeland, as well as for forward-deployed troops and allies.

[86] 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?

Answer: Yes. Operationally realistic flight tests are one of the most important, and visible, ways of demonstrating the operational capability and reliability of the GMD system. I understand the USNORTHCOM staff has worked closely with USSTRATCOM and the Missile Defense Agency in the formation of the Integrated Master Test Plan. This robust test plan lays the foundation for increasingly realistic operational flight tests over the next several years, and beyond.

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.

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

Answer: I understand the Joint Integrated Air and Missile Defense Organization (JIAMDO) has maintained a working partnership with NORAD since 1999 and United States Northern Command since its establishment in 2002. The JIAMDO has expanded its theater focus to include homeland air and cruise missile defense gaps, as well as ballistic missile defense gaps, through operational concept, architecture, and roadmap development efforts. The JIAMDO has a liaison office at NORAD and US Northern Command to ensure daily coordination and collaboration. If confirmed, I look forward to building upon this relationship to enhance our homeland capabilities against the potential threat of a cruise missile attack.

[88] 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?

Answer: I believe the overall cruise missile threat to the United States and its territories is currently low. While technically feasible, there are other means to use that are operationally easier for those who would harm us.

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

Answer: While I believe the threat is currently low, continued efforts in Wide Area Surveillance of North America are needed to improve capabilities to address future capabilities. If confirmed, this will be a key area I will address, as well as a review of the NORAD and USNORTHCOM Surveillance Gap Filler strategy. As I understand it, this strategy outlines the USNORTHCOM plan to address air and maritime surveillance shortfalls through a family-of-systems approach to sensor development and improved information sharing of interagency sensors. Finally, through our intelligence resources, it is imperative that we remain alert to any game-changing evolution in capability that would raise the prominence of this threat.

Continental Air Defense

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

Answer: Prior to 11 September 2001, the North American Aerospace Defense Command's air defense posture was aligned to counter external threats to North America. In response to the attacks on 11 September 2001, the Command's mission was expanded to protect against domestic airborne threats originating within the United States and Canada.

Operation NOBLE EAGLE began immediately after the 9/11 attacks and continues today to protect and defend the airspace of the United States and Canada. NORAD implemented an improved air defense system by integrating radar, air patrols, surface-launched missiles, and control centers. This system also includes the capability to protect the National Capital Region from air attacks.

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

Answer: Yes. NORAD continues to adapt in an effort to counter the terrorist threat posed to the United States and Canada by maintaining a network of alert fighters, tankers, airborne early warning aircraft, and ground-based air defense assets. This capability, combined with improvements to surveillance and communications systems, as well as better coordination and information sharing with the interagency community, ensures NORAD provides air defense for the United States and Canada.

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

Answer: If confirmed, I will examine NORAD's air defense capabilities with the goal of further improving the North American air surveillance picture not only for DOD, but also for our interagency partners—notably the National Capital Region Coordination Center and U.S. Customs and Border Protection. I understand that Homeland Air and Cruise Missile Defense, wide-area air surveillance, and, and refining intelligence sharing within the interagency community are critical to this effort. I will also work closely with the Services to ensure continuity of air sovereignty mission commensurate with postulated threats.

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.

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

Answer: Yes.

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

Answer: Yes.

[95] 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?

Answer: Yes.

[96] 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?

Answer: Yes.

[97] 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?

Answer: Yes.