STATEMENT OF

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COMMANDER

UNITED STATES NORTHERN COMMAND

AND

NORTH AMERICAN AEROSPACE DEFENSE COMMAND

BEFORE THE

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SUBCOMMITTEE ON STRATEGIC FORCES

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Chairman King, Ranking Member Fischer, and distinguished members of the Committee: Thank you for the opportunity to testify, and for allowing me the honor of representing the Soldiers, Sailors, Airmen, Marines, Guardians, Coast Guardsmen, and civilians of United States Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD), including the members of the Canadian Armed Forces who are a vital and essential part of the NORAD team.

Since I assumed command of USNORTHCOM and NORAD, each day has afforded me the opportunity to lead a workforce of dedicated, innovative, and resilient warfighters and public servants. That fundamental commitment to our vital missions is clearly evident as USNORTHCOM and NORAD have kept the watch and defended our nations in what is certainly the most dynamic and complex strategic environment I have encountered in my 33 years in uniform.

Our competitors continue to take increasingly aggressive steps to gain the upper hand in the military, information, economic, and diplomatic arenas. USNORTHCOM meets each of those challenges head-on—and we have done so while supporting whole-of-government efforts to safeguard our citizens through the coronavirus pandemic and historically severe hurricane and wildfire seasons, and also simultaneously synchronizing the deployment of troops to support federal law enforcement personnel on the southwest border. The cascading events of the past year placed unprecedented strain on our people, our interagency partners, and our institutions, and I am proud that we overcame each of those challenges and emerged more resilient.

That steadfast commitment is more important than ever as our competitors continue to challenge our homelands through multiple means in all domains. Defending our nations, our citizens, and our way of life requires constant vigilance, and USNORTHCOM and NORAD have

demonstrated time and again that our commands remain determined, focused, and ready. But we must keep moving forward. Looking to the future, we will continue to pursue innovative capabilities and strategies to detect, deny, deter, and, if necessary, defeat potential threats posed by peer competitors, rogue nations, transnational criminal organizations, and foreign and domestic violent extremists. No matter the challenge or circumstance, this Committee should rest assured USNORTHCOM and NORAD are always on guard.

Threats

The global geostrategic environment continues to rapidly evolve. While the United States has spent the last 30 years projecting power forward to combat rogue regimes and violent extremists overseas, our competitors pursued capabilities to circumvent our legacy warning and defensive systems and hold our homeland at risk. Peer competitors like Russia and China are undermining the international rules-based order and challenging us in all domains. Further, rogue states like North Korea and Iran are also pursuing capabilities to nullify our military advantages, threaten our networks with cyber weapons, and—in the case of North Korea—develop nuclear weapons. Meanwhile, violent extremist organizations continue to devise plots to attack our citizens and our way of life.

During the Cold War, we were overwhelmingly focused on defending the United States and Canada from a single nation-state threat. After the Soviet collapse, Iraq's invasion of Kuwait, and later the attacks on September 11, 2001 we shifted our focus to non-state and rogue actors. Today, we don't have the luxury of focusing regionally or on only one threat at a time. In the last decade, we've seen a sharp resurgence in the nation-state threat as our global competitors deploy increasingly sophisticated capabilities to hold the United States and Canada at risk and limit our options in a crisis. Concurrently, the terrorist threat continues to evolve in

ways that challenge our homeland defense capabilities. As a result, today's threat environment is likely the most complex we have ever faced, as potential adversaries threaten us in all domains and from all vectors.

Russia

Russia presents a persistent, proximate threat to the United States and Canada and remains the most acute challenge to our homeland defense mission. Russian leaders seek to erode our influence, assert their regional dominance, and reclaim their status as a global power through a whole-of-government strategy that includes information operations, deception, economic coercion, and the threat of military force.

In peacetime, Russian actors conduct sophisticated influence operations to fan flames of discord in the United States and undermine faith in our democratic institutions. In crisis or conflict, we should expect Russia to employ its broad range of advanced capabilities—non-kinetic, conventional, and potentially nuclear—to threaten our critical infrastructure in an attempt to limit our ability to project forces and to attempt to compel de-escalation. Offensive capabilities Russia has fielded over the last several years include advanced cyber and counterspace weapons and a new generation of long-range and highly precise land-attack cruise missiles—including hypersonics. These capabilities complicate our ability to detect and defend against an inbound attack from the air, sea, and even those originating from Russian soil.

Russia also continues to modernize all three legs of its nuclear triad. In December 2019, Russia fielded the world's first two intercontinental ballistic missiles (ICBMs) equipped with a hypersonic glide vehicle payload that will challenge our ability to provide actionable warning and attack assessment. In the coming years, Russia hopes to field a series of even more advanced weapons intended to ensure its ability to deliver nuclear weapons to the United States.

These include the Poseidon transoceanic nuclear torpedo and the Burevestnik nuclear-powered cruise missile, which—if perfected—could enable strikes from virtually any vector due to its extreme range and endurance.

Finally, Russia continues to conduct frequent military operations in the approaches to North America. Last year, NORAD responded to more Russian military flights off the coast of Alaska than we've seen in any year since the end of the Cold War. These Russian military operations include multiple flights of heavy bombers, anti-submarine aircraft, and intelligence collection platforms near Alaska. These efforts show both Russia's military reach and how they rehearse potential strikes on our homeland. Last summer, the Russian Navy focused its annual OCEAN SHIELD exercise on the defense of Russia's maritime approaches in the Arctic and Pacific. The multi-fleet exercise, intended in part to demonstrate Russia's ability to control access to the Arctic through the Bering Strait, included amphibious landings on the Chukotka Peninsula opposite Alaska, as well as anti-submarine patrols and anti-ship cruise missile launches from within the U.S. Exclusive Economic Zone.

China

China continues to pursue an aggressive geopolitical strategy that seeks to undermine U.S. influence around the globe and shape the international environment to its advantage. In the USNORTHCOM area of responsibility, China has made deliberate attempts to increase its economic and political influence with our close partners in Mexico and The Bahamas. While the United States remains the economic and military partner of choice in the region, China is seeking to grow its trade and investment in Mexico and, over the past few years, has invested in The Bahamas' vital tourism sector through marquee infrastructure projects. Militarily, China is rapidly advancing a modernization program that seeks to erode our military advantages and deter

us from intervening in a regional conflict.

China remains among the world's most capable and brazen cyber actors, stealing volumes of sensitive data from U.S. government, military, academic, cleared defense contractors, and other commercial networks each year. In a crisis, China is postured to transition rapidly from cyber exploitation to cyber attack in an attempt to frustrate our ability to flow forces across the Pacific, and globally. China also continues to advance its counter-space capabilities that could threaten our space-based communications and sensors. In the foreseeable future, China will likely be able to augment its cyber-attack capabilities with a new family of long-range precision-strike weapons capable of targeting key logistical nodes on our West Coast that support U.S. mobilization and sustainment.

China also continues to expand and modernize its strategic nuclear forces to rival those of Russia and the United States in sophistication, if not in numbers. Over the last decade, China fielded dozens of road-mobile ICBMs and several ballistic missile submarines designed to enhance the survivability of China's nuclear deterrent and ensure its ability to retaliate following any attack. In the next decade, China will deploy a new generation of advanced weapons—some of them hypersonic—that will further diversify their nuclear strike options and potentially increase the risks associated with U.S. intervention in a contingency.

North Korea and Iran

The Kim Jong Un regime has achieved alarming success in its quest to demonstrate the capability to threaten the U.S. homeland with nuclear-armed ICBMs, believing such weapons are necessary to deter U.S. military action and ensure his regime's survival. In 2017, North Korea successfully tested a thermonuclear device—increasing the destructive potential of their strategic weapons by an order of magnitude—as well as three ICBMs capable of ranging the United

States. In October 2020, North Korea unveiled a new ICBM considerably larger and presumably more capable than the systems they tested in 2017, further increasing the threat posed to our homeland. The North Korean regime has also indicated that it is no longer bound by the unilateral nuclear and ICBM testing moratorium announced in 2018, suggesting that Kim Jong Un may begin flight testing an improved ICBM design in the near future.

Iran continues to advance its military technologies and threaten the security of U.S. forces and allies throughout the Middle East. Iran adheres to a self-imposed range limit on its ballistic missile force that prevents it from directly threatening the United States. Nonetheless, Iran is developing and testing ICBM-relevant technologies through its theater missiles and space launch platforms—including its first successful orbit of a military satellite in April of 2020—that could accelerate the development of a homeland-threatening ICBM should Iran's leaders choose to pursue such a system. Iran retains the ability to conduct attacks via covert operations, terrorist proxies, and its growing cyber-attack capabilities, which it has already employed against U.S. financial institutions.

Defending the Homeland

USNORTHCOM's defense of the homeland provides the foundation for the full spectrum of the Department of Defense's worldwide missions and supports the missions of every other combatant command. The ability to deploy forces overseas, support allies, deliver humanitarian assistance, and provide presence and reassurance around the globe relies on our ability to safeguard our citizens, as well as national critical infrastructure, transportation nodes, and leadership. As competitors field highly advanced and agile long-range weapons systems and seek to act on growing territorial ambitions, we are adapting our thinking, evolving our own capabilities, and enhancing our operations and exercises to accurately reflect a changing world while remaining a relevant force.

The United States has long relied on our nuclear arsenal to serve as the strategic deterrent against an attack on our homeland. In today's threat environment, strategic deterrence remains foundational to our national defense. A safe, secure, and effective nuclear force remains the most credible combination of capabilities to deter strategic attack and execute our national strategy. The U.S. strategic deterrent has helped to maintain a careful balance between nuclear powers and remains the bedrock of our national defense, as the longstanding doctrine of deterrence by punishment makes clear to potential adversaries that a large-scale attack on the United States or our allies would result in an overwhelming and devastating response.

However, over the last decade, our competitors have adapted new techniques and fielded advanced weapons systems with the potential to threaten the homeland below the nuclear threshold. Simply stated, the missiles and delivery platforms now in the hands of our competitors present a significant challenge to our legacy warning and assessment systems and defensive capabilities. Advanced systems posing threats to the homeland have already been fielded in large numbers, and our defensive capabilities have not kept pace with the threat. The notion that the homeland is not a sanctuary has been true for some time, and that will remain the case for the foreseeable future. Therefore, we must ensure effective nuclear and conventional deterrents are in place to defend the homeland and ensure our ability to project power where and when it is needed.

Highly advanced cruise missiles, hypersonic missiles, and stealthy delivery platforms provide our competitors with the ability to hold targets in the homeland at risk with conventional weapons. That fact has led us to emphasize improved all-domain awareness and the development of a layered sensing grid to provide warfighters and decision makers at the strategic, operational, and tactical levels with increased awareness and decision space.

The reality of a vulnerable homeland and the risks associated with rising global competition are driving our commands to collaborate with interagency and industry partners to find and deliver smarter, more affordable technology. To outpace our competitors, we cannot be satisfied with incremental steps; instead, we must continue to increase the pace and tempo of our technological advancements. This work is essential, and we are proud of our close collaboration with a host of interagency and industry partners and international allies as we work together to outthink our competition, outpace threats, and defend what we hold most dear. That global focus and cooperation is also reflected in our growing wargaming capacity, including major homeland defense exercises such as VIGILANT SHIELD and our participation in the Large Scale Global Exercise series.

The Path to Decision Superiority

I believe our future success in USNORTHCOM, our fellow U.S. combatant commands, and NORAD requires **all-domain awareness, information dominance, and decision superiority.** Our competitors have invested heavily in weapons systems that can be launched against distant targets with little to no warning, as well as stealthy delivery platforms specifically designed to evade detection by existing sensors. As a result, the successful execution of USNORTHCOM and NORAD missions in the digital age relies on significantly improving global **all-domain awareness** through the development of a fused ecosystem of networked sensors extending from space to the seafloor.

This network will pull data from an array of repurposed systems, legacy sensors enhanced through low-cost software modifications, and a limited number of new sensors to provide robust indications and warning and persistent tracking of the full spectrum of potential threats to the homeland from the seafloor to on orbit. Integrating and sharing data from this

global sensor network into common platforms will allow leaders to observe potential adversaries' actions earlier in the decision cycle, providing more time and decision space at all levels.

That decision space is where the true value of improved domain awareness resides. Harnessing the capability of distributed multi-domain sensors, machine learning, and artificial intelligence will provide military leaders, the intelligence community, and senior civilian officials with the information necessary to anticipate, rather than react to, competitors' actions.

All-domain awareness is the first critical step on the path to **decision superiority**, and USNORTHCOM and NORAD require and have prioritized capabilities that improve our domain awareness and global integration with our fellow warfighters. Sensors and systems such as Over the Horizon Radars, polar satellite communications, Integrated Underwater Sensor Systems, and space-based missile warning and tracking sensors are essential to our missions. And while the benefits to continental defense are clear, these capabilities will also help every U.S. combatant commander around the world while enhancing USNORTHCOM and NORAD's collective ability to defend the United States and Canada.

In September 2020, just after I assumed command of USNORTHCOM and NORAD, the commands partnered with the United States Air Force and United States Space Command in the second onramp demonstration of the Air Force's Advanced Battle Management System (ABMS). This large-scale joint force demonstration established a network with embedded machine learning and artificial intelligence to rapidly detect, track, and positively identify a simulated cruise missile threat, while providing a common operating picture and all-domain awareness for commanders at multiple levels.

The ABMS onramp demonstration provided a brief but exciting glimpse into the future of USNORTHCOM and NORAD. By creating potential pathways for accessing and distributing data in ways that allow leaders to think, plan, and act globally rather than relying on outdated regional approaches, we are significantly amplifying the capability of the joint force. Through these and other efforts, USNORTHCOM and NORAD are actively working to deliver **information dominance** by fusing new technologies to increase decision space for commanders and senior civilian decision makers. Ultimately, our objective is to enable leaders and commanders all over the world to quickly assess any situation and take the steps necessary to stay well ahead of an adversary's next moves in order to deter and deny in competition, de-escalate in crisis, and defeat in conflict.

In March of this year, USNORTHCOM and NORAD led a Global Information Dominance Experiment (GIDE) that brought leaders from all 11 combatant commands together in one collaborative environment. GIDE demonstrated the strategic value of Joint All-Domain Command and Control by allowing combatant commands to rapidly share information across all domains and collaborate in near real-time. During this experiment, which included a NORAD live-fly exercise, we worked with industry partners to fuse all-domain sensing within a common data system in order to develop globally integrated courses of action and advance the Joint Force's **information dominance** capability. This experiment demonstrated the power of artificial intelligence and machine learning tools, which have the ability to expand decision space for decision makers. Through GIDE events, we will continue to test these capabilities, improve global integration, and help the DoD and allies increase **all-domain awareness** to enable **information dominance**—and ultimately achieve **decision superiority.**

The prototype Pathfinder data analytics project provides another example of how USNORTHCOM and NORAD are working to leverage existing but stovepiped data streams to the benefit of both operational and strategic decision makers. In our ongoing prototype efforts, Pathfinder gathers data from multiple distinct military and civilian air domain sensors and, through automation and machine learning models, produces a fused common operating picture to improve the reliability of the data and increase the decision space that will someday soon be available in real time to our assessors and watch-standers. This low-cost, rapidly developed system will have long-term benefits for our domain awareness and has already shown some of the advantages that information dominance will provide to warfighters around the world.

Information is power, but only if it is accessible, sharable, and actionable. Unlocking the enormous potential of the data currently being collected by a global layered sensor grid will allow us to gain a decisive advantage over competitors and potential adversaries. Currently, vast quantities of data are trapped by incompatible systems and antiquated organizational structures. Breaking down these stovepipes is achievable, but doing so will require innovation and coordination across various agencies, to include technology that allows for timely exploitation of the massive volume of data collected by our sensor networks. More importantly, it will also depend on breaking away from a culture that favors compartmenting and isolating information, in order to fully realize the full potential of our capabilities—including those that reside with our allies and partners. As the defense and intelligence communities connect systems and sensors, consideration of national electromagnetic spectrum management policies is needed to ensure that necessary connections and bandwidth are accessible.

As our competitors rapidly develop and deploy advanced capabilities with clear intent to overcome the U.S. technological advantage, the Department of Defense and the U.S.

Government as a whole must also modernize our requirements and acquisition processes to stay ahead. Given the current pace of technological advancement, we must take full advantage of the forward-thinking solutions our industry partners can offer. To succeed in this era of Great Power Competition, it is essential to rapidly deliver capabilities to the warfighter by streamlining the processes for prototyping, testing, and moving promising technologies into production.

The success of USNORTHCOM and NORAD's Pathfinder program, along with much of the work done by DOD's Defense Innovation Unit, show what is possible when we provide innovators and technical experts the resources and flexibility to tackle even the most daunting challenges. The same approach should also be applied to software development and acquisition. Success in competition and in conflict will increasingly depend on the ability to field software-based capabilities faster than our adversaries. For that reason, I am encouraged by the new model championed by the Office of the Under Secretary of Defense for Acquisition and Sustainment that will enable the Department of Defense to acquire software through modern development practices and deliver needed capability at the speed of relevance.

Armed with timely and accurate information, equipped with modern sensors and software, and backed by a flexible and responsive conventional deterrent that provides defeat mechanisms below the nuclear threshold, commanders and senior civilian leaders will achieve **decision superiority** with the options and time necessary to allocate resources wherever needed to deny or deter aggression in competition, de-escalate potential crises, and defeat adversaries should conflict arise.

Missile Defense

Ballistic Missile Defense

The need for a robust and modern ballistic missile defense system has been strongly reinforced over the past year. Despite U.S. efforts in 2020 to reach an agreement with Kim Jong Un, North Korea continued its development of ICBMs capable of striking targets in the United States. As North Korea continues its pursuit of advanced long-range strategic weapons—including the new systems displayed during their 10 October 2020 parade—USNORTHCOM remains committed to maximizing the capability and capacity of our ballistic missile defense systems.

USNORTHCOM is focused on developing and fielding advanced sensors capable of tracking potential missile threats and providing improved discrimination capability to our warfighters and assessors. Simultaneously, USNORTHCOM is collaborating with our partners in the Missile Defense Agency (MDA) to ensure that the Next Generation Interceptor (NGI) is fielded and operational as soon as possible. Of note, USNORTHCOM worked hand-in-hand with MDA to ensure all of our operational requirements are addressed in the NGI acquisition process. When fielded, NGI will add 20 interceptors to the current inventory, and will provide greater reliability and capability.

As competitor missile technology advances, USNORTHCOM is also working with MDA toward a layered missile defense capability that will allow for a more flexible and responsive defense of the homeland against both ballistic missile and cruise missile threats. The successful engagement of an ICBM-class target by an SM3-IIA interceptor on 16 November 2020 was an historic achievement and a critical step toward establishing this layered capability. Defending the United States homeland against the ballistic missile threat remains a complex and technically

challenging endeavor, and I am grateful to the Committee for your continued support as we take the steps necessary to ensure the success of this critical mission.

Cruise Missile Defense

As evidence of both the global nature of the threat and the implicit trust in our bi-national command, NORAD is developing the requirements for the defense of the United States and Canada against advanced cruise missiles. In this capacity, NORAD works closely with the U.S. military Services, the Canadian Joint Operations Command, and a host of other dedicated DoD and Canadian Defence Ministry partners to share costs and ensure a clear, common understanding of the threat and what will be required to mitigate the risk to our nations.

Modern cruise missiles are difficult to detect and can be launched from significant distances against targets in the United States and Canada from launch sites on Russian soil and by long-range bombers, attack submarines, and surface vessels. Whether subsonic or hypersonic, these missiles can range targets in the homeland and present a very real challenge for our defensive capabilities. Russia has already amassed an inventory of both nuclear and conventional variants, while China is expected to develop similar capabilities in the next decade.

The proliferation of these systems creates all the more incentive for focused investments in improved sensor networks, domain awareness, and information dominance capabilities. Those investments, coupled with the development of layered denial, deterrence, and defeat mechanisms capable of addressing current and emerging threats, are fundamental to the defense of our homeland.

Conclusion

As USNORTHCOM and NORAD look to a future marked by rapid shifts in the geopolitical environment and technological advancement, we are guided by the lessons of the

past. Key among those is that we cannot overcome challenges in isolation. By viewing changing conditions and competitor actions from a global perspective, our problems become more solvable and the solutions more affordable. USNORTHCOM and NORAD will continue to build our partnerships, collaborate with fellow warfighters, and work toward overcoming shared problems rather than continuing to focus on point solutions to isolated threats.

To that end, I look forward to working with the Committee and with all of our innovative industry and interagency partners as we move quickly to develop and field the capabilities required to defend our nations now and well into the future. Together, I believe we can eliminate outdated barriers that only serve to stifle information sharing, and simultaneously foster a mindset that favors creative, forward-looking approaches over unproductive reliance on legacy systems and processes.

Finally, and perhaps most importantly, we will continue to prioritize our most vital asset: our people. With that in mind, I would like to take this opportunity to publicly recognize the select group of USNORTHCOM and NORAD personnel responsible for standing the operational watch 24 hours a day, every day. Their mission is crucial to our defense, and these military and civilian watch-standers have spent much of the last year under strict but necessary isolation protocols to mitigate the risk of a COVID outbreak. They and their families have endured long periods of separation during an already difficult time, and they have done so without any expectation of public recognition. I am honored to lead men and women of such selflessness and professionalism, and our citizens should rest assured these extraordinary defenders have the watch.