

Advance Questions for Admiral William E. Gortney, 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.

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

ADM Gortney: Our nation's military has been honed by decades of conflict, with our armed forces now operating at the highest degree of collaboration and cooperation that I have ever seen. I do not see the need for modification to any Goldwater-Nichols Act provisions.

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

ADM Gortney: Not applicable

Duties and Qualifications

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

ADM Gortney: The duties and functions of the Commander, USNORTHCOM include homeland defense, civil support, and security cooperation. The Commander is accountable to the President, the Secretary of Defense, and citizens of the United States to defend the nation against external threats and aggression, or other threats as directed by the President. In addition, the Commander is responsive to requests from lead federal agencies for support during natural or man-made disasters when the capacity of local responders is exceeded. Finally, the Commander is responsible for forging security relationships with our regional partners: Canada, Mexico, and The Bahamas.

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

ADM Gortney: Based on the longstanding partnership of bi-national cooperation in defense of North America, the responsibilities of the Commander, North American Aerospace Defense Command include aerospace warning, aerospace control, and maritime warning. The Commander is accountable to the President of the United States and the Prime Minister of Canada for these responsibilities.

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

ADM Gortney: It has been my honor and privilege to dedicate 37-plus years of service to our great nation. I believe the experience I've gained in a wide range of Joint, Coalition, and Naval assignments

has thoroughly prepared me to execute Commander of NORAD and USNORTHCOM responsibilities, if confirmed. Of note, in my current assignment as Commander, U.S. Naval Forces Northern Command, I am GEN Jacoby's Naval Component Commander. I work alongside his other component commanders to integrate maritime capabilities into the USNORTHCOM mission set. Additionally, as Commander, USNAVCENT and Commander, U.S. Fifth Fleet, I served as the Naval Component Commander to Commander, USCENTCOM during the execution and support of missions in Afghanistan and Iraq; and I also led the navy element of the Combined Air Operations Center at the initiation of combat actions in Iraq. Lastly, my experience as Director of the Joint Staff reinforced the value of teamwork and close working relationships with the combatant commands, the Services, National Guard Bureau, Federal Reserve forces, and the full spectrum of the interagency community in executing homeland defense, civil support, and security cooperation missions. Each of these assignments has given me a clear understanding of the value of combined and joint operations, particularly in time of crisis.

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

ADM Gortney: If confirmed as Commander of USNORTHCOM, I will aggressively pursue options to further expand my knowledge and experience levels in the Command's mission areas. Understanding that homeland defense is the first priority, I will build on USNORTHCOM's decade of experience in developing trusted partnerships with domestic and hemispheric partners to defend the nation in depth. I will ensure the Command is ready to support the nation's call during natural or man-made disasters through established relationships with Governors and The Adjutants General, as well as leaders of primary federal agencies, such as the Federal Emergency Management Agency. If confirmed as Commander of NORAD, I will build on my many years executing aerospace and maritime missions. And as tasked in the NORAD agreement, the Command will continue to adapt to future shared security threats.

Relationships

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

The Secretary of Defense

ADM Gortney: The USNORTHCOM Commander is responsible to the Secretary of Defense for missions assigned in the Unified Command Plan. The Commander of USNORTHCOM retains Title 10 authority under the direct control of the Secretary of Defense. If confirmed, I plan to work closely with the Secretary of Defense to ensure missions are executed consistent with the Secretary's intent and direction.

The Deputy Secretary of Defense

ADM Gortney: The USNORTHCOM Commander coordinates with the Deputy Secretary of Defense on major homeland defense, civil support, and security cooperation issues. The Commander provides

timely information on the Command's mission areas to the Deputy Secretary in alignment with the Secretary of Defense's direction.

The Under Secretary of Defense for Policy

ADM Gortney: The USNORTHCOM Commander coordinates with the Under Secretary of Defense for Policy on strategic policy issues for homeland defense, defense support of civil authorities, and theater security cooperation. The Commander communicates USNORTHCOM priorities in support of the Under Secretary's role as an advocate for the Command's requirements.

The Under Secretary of Defense for Intelligence

ADM Gortney: The USNORTHCOM Commander coordinates with the Under Secretary of Defense for Intelligence to communicate the Command's intelligence requirements, obtain actionable threat estimates, and receive timely warning of threats against the homeland.

The Assistant Secretary of Defense for Homeland Defense

ADM Gortney: The USNORTHCOM Commander works frequently with the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs and the Assistant Secretary of Defense for International Security Affairs on significant matters regarding homeland defense, defense support of civil authorities, and theater security cooperation, while reporting directly to the Secretary of Defense.

The Chairman and Vice Chairman of the Joint Chiefs of Staff

ADM Gortney: Although the Chairman of the Joint Chiefs of Staff is not in the chain of command from the USNORTHCOM Commander through the Secretary of Defense to the President, Title 10 directs communications from combatant commanders to flow through the Chairman. The Secretary may also delegate certain oversight activities of combatant commanders to the Chairman. If confirmed, I will closely communicate with the Chairman to enable him to fulfill his role as principal military advisor to the President, Secretary of Defense, and National Security Council.

The Secretaries of the Military Departments

ADM Gortney: The USNORTHCOM Commander provides requirements to the Secretaries of the Military Departments so that the Commander is able to meet his missions of homeland defense, defense support of civil authorities, and theater security cooperation. The Secretaries resource the combatant command's requirements by organizing, training, and equipping Active and Reserve Component forces.

The Chiefs of Staff of the Services

ADM Gortney: The USNORTHCOM Commander communicates with the Service Chiefs and their respective Secretaries on the combatant command's mission requirements. The Chiefs provide forces to resource the Command's requirements in fulfillment of their Service responsibility to organize, train, and equip. The Commander also seeks the advice and judgment of the Chiefs on matters of mutual interest, including force protection within the USNORTHCOM Area of Responsibility.

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

ADM Gortney: The USNORTHCOM Commander has regular dialogue with other combatant commanders and enjoys the benefits of common support, regular information exchange, and frequent personal interaction. The Commander of USNORTHCOM has a uniquely close relationship with USSOUTHCOM due to issues of mutual interest in the hemisphere. The USNORTHCOM and USSOUTHCOM commanders annually testify before this committee together. If confirmed, I will be committed to strengthening existing relationships with all combatant commanders.

The Chief of the National Guard Bureau

ADM Gortney: The USNORTHCOM Commander coordinates closely with the Chief of the National Guard Bureau on matters concerning homeland defense and defense support of civil authorities. I believe a trusted relationship and strong teamwork between the Commander of USNORTHCOM and the Chief of the National Guard Bureau are critical to the continued success of USNORTHCOM mission accomplishment. If confirmed, I will be committed to building on an already strong relationship with the Chief of the National Guard Bureau.

The State Governors and Adjutants General

ADM Gortney: The USNORTHCOM Commander maintains regular dialogue with State Governors and The Adjutants General and if confirmed, I will continue to build on the strong relationships established by General Jacoby. It is my understanding that the Command regularly hosts meetings with The Adjutants General and facilitates integration of Department of Defense disaster response planning with state-level plans, consistent with the National Response Framework. As a federal participant in the Council of Governors, the USNORTHCOM Commander participates in twice-yearly council meetings, works to advance its initiatives, and reports progress on Command action items.

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?

ADM Gortney: If confirmed, I would make it a priority to expand my relationships with senior leaders in the Department of Homeland Security, the National Security Council, other federal agencies, state, local, and tribal authorities, and the private sector. I developed a close relationship with Secretary Johnson when I served as the Director of the Joint Staff, and if confirmed, I would continue to strengthen this particularly important relationship. I view this as essential because USNORTHCOM's missions to defend the homeland and provide support to civil authorities depend on solid, trusted partnerships. Through personal interaction, I would work closely with every relevant agency to ensure USNORTHCOM is fully prepared to defend the homeland. I would do the same to provide defense support of civil authorities to the lead federal agency, in accordance with the National Response Framework and at the direction of the President and/or the Secretary of Defense.

Major Challenges and Problems

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

ADM Gortney: Defense of the homeland is inextricably linked to efforts in the forward regions. While defending forward is the preferred method to secure the homeland, any retraction in forward regions must have a corresponding increase in requisite capability and capacity at home to balance global strategic risk. I believe the next USNORTHCOM Commander is likely to be confronted by disparate threat streams, including violent extremist organizations intent on attacking the homeland and weapons of mass destruction in the hands of rogue nations or violent extremists. Additionally, I believe the threats of cyber attack on institutions and critical infrastructure is real. Transnational criminal organizations and their associated global threat networks also pose a persistent threat to national security, manifested in violence carried out by transnational criminal organizations within Mexico and along the southwest border. And lastly, the next USNORTHCOM Commander may be called to provide Department of Defense support to civil authorities in response to complex natural disasters.

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

ADM Gortney: If confirmed, I will look to strengthen the partnerships built by my predecessors with the other combatant commands and the National Guard, as well as interagency, state, local, and international partners for a layered defense of the homeland. I will advocate for resources to defend against these threats and ensure the Command's plans are robust enough to confront evolving threats. And, I will ensure the Command's exercise program is sufficiently structured to address the full spectrum of threats to the homeland.

Mission of U. S. Northern Command

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

ADM Gortney: USNORTHCOM partners to conduct homeland defense, civil support, and security cooperation—particularly in managing the military-to-military relations with Canada and Mexico—to defend and secure the United States and its interests. The Command also advocates for Arctic capabilities as assigned in the Unified Command Plan.

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

ADM Gortney: USNORTHCOM's mission is distinct, but related and complementary to the mission of the Department of Homeland Security (DHS). The DHS is responsible for preventing terrorism and enhancing security, securing and managing our borders, enforcing and administering our immigration laws, safeguarding and securing cyberspace, and strengthening national preparedness and readiness. 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. The Command's mission requires close coordination with DHS to provide whole of government approaches to protect and secure the nation.

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

ADM Gortney: The President may direct the Department of Defense into a lead role in defending the nation, including the event of an armed terrorist attack. Since USNORTHCOM is the combatant command responsible for the homeland, the Command could be designated as the supported command. However, typically USNORTHCOM would be in support of another federal agency such as the Department of Homeland Security or the Department of Justice in the event of a domestic terrorist event. For disaster consequence management, USNORTHCOM is always in support of another federal agency.

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

ADM Gortney: USNORTHCOM is responsible for protecting defense critical infrastructure within its area of responsibility necessary to support the projection of forces and capabilities used to seize the initiative and conduct decisive operations. To accomplish this task, USNORTHCOM, in collaboration with its mission partners, identifies and prioritizes the physical infrastructure and associated network assets, national and commercial, critical to the successful execution of our operational plans. If confirmed, I will be responsible for developing mitigation plans for all defense critical assets in the USNORTHCOM area of responsibility to ensure mission continuity.

Organization and Authority

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

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

ADM Gortney: If confirmed, I will assess ongoing efforts to improve information sharing, both within DOD and with our interagency partners, to detect emerging threats and synchronize the collective efforts of the Department to protect the force, our critical mission capabilities, and the nation. Recent shootings on DOD installations and the Federal Bureau of Investigation arrest of individuals who had intended to cause us harm, continue to remind us of the force protection challenges we face. Our security environment is always changing and we must be ready to challenge assumptions, think creatively, and meet future threats.

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?

ADM Gortney: If confirmed, I will ensure that we are properly postured to defend the homeland in a fiscally responsible manner. I will work with the Joint Staff, the Services, and the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs to address limited resources and eliminate duplication of effort, while sustaining a baseline force protection posture.

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

ADM Gortney: The specific forces assigned to USNORTHCOM are the headquarters staff and the forces from certain subordinate and component commands including U.S. Army North, U.S. Naval

Forces Northern Command, Marine Forces North, Air Forces Northern, Joint Task Force North, Joint Task Force Civil Support, Joint Task Force Alaska, and Joint Force Headquarters National Capital Region. Recently (within the past few months), the Secretary of Defense assigned five tactical-level Army brigade and battalion-level Combat Service Support units to USNORTHCOM to support execution of any short-notice homeland defense or defense support of civil authorities missions.

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

ADM Gortney: Since establishment, the increase in the number of permanently assigned forces to USNORTHCOM has significantly improved the capability of the Command to conduct its highest priority missions. Subordinate Army, Navy, Marine, and Air Force Service component command headquarters are focused on homeland defense, defense support of civil authorities, and theater security cooperation in the USNORTHCOM area of responsibility. The other assigned joint task forces I mentioned in the previous question provide geographic and functional mission expertise. Each of these headquarters and forces have allowed USNORTHCOM to more effectively plan and execute missions in defense of the homeland and in support of the American people in time of need.

NORAD

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

ADM Gortney: North American Aerospace Defense Command conducts aerospace warning, aerospace control, and maritime warning in the defense of 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 or advising the Governments of the United States and Canada of maritime threats to, or attacks against, North America.

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

ADM Gortney: Since USNORTHCOM was established in 2002, NORAD's mission has evolved to include a maritime warning mission. This new mission includes dissemination of intelligence and information on maritime threats in the approaches to the United States and Canada. NORAD's traditional aerospace warning mission has always included warning against aircraft, missiles, or space vehicles, and this critical information is now also used to support USNORTHCOM's operation of the Ground-Based Midcourse Defense System.

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

ADM Gortney: The Commands' missions, though distinct and derived under separate authorities, are interconnected and complementary. The Commands share a common security environment, have largely integrated staffs, and enjoy close coordination with one another.

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

ADM Gortney: NORAD supports the mission of Department of Homeland Security (DHS) by detecting and deterring threats in the aerospace domain. Additionally, in accordance with the National Maritime Domain Awareness Plan, NORAD collaborates and shares information with DHS as part of a global maritime community of interest, developing a shared understanding of the maritime operational environment.

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?

ADM Gortney: While I am not deeply familiar with the staff arrangements or the operation of the consolidated command center, I generally believe integration results in greater effectiveness and efficiency. I understand the Commands are distinct, yet the staffs are fully integrated except for the operations directorates. If confirmed I will review the current structures and look for opportunities to improve operational effectiveness.

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

ADM Gortney: The United States-Canada NORAD Agreement is the gold standard for cooperation between nations on common defense. As NORAD is a bi-national command, Commander NORAD is responsible to the senior defense leadership in both the Government of the United States and the Government of Canada. Commander NORAD exercises operational control over forces provided by both countries to accomplish NORAD's missions. The Canadian NORAD Region provides command and control of forces in Canada that support NORAD's missions. At the headquarters level, representatives from both countries work side-by-side in the planning and execution of NORAD's missions.

NORTHCOM Joint Task Forces

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

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

ADM Gortney: USNORTHCOM has four task forces that operate under USNORTHCOM's authority. These task forces are manned to conduct homeland defense and defense support of civil authorities operations, as directed by the President or the Secretary of Defense.

One joint task force, Joint Task Force Civil Support, is aligned under USNORTHCOM's Army component command, U.S. Army North. It provides command and control of Department of Defense incident management forces responding to chemical, biological, radiological, and nuclear events.

A second task force, Joint Task Force North (JTF-N), was recently realigned from U.S. Army North to HQ USNORTHCOM as the Command's counter-transnational organized crime lead. Presently, JTF-N leads Department of Defense counterdrug operations in support of law enforcement agencies within the USNORTHCOM area of responsibility. Their main areas of support at present are the southwest border, Puerto Rico, and The Bahamas, based on law enforcement priorities.

Additionally, USNORTHCOM's Joint Force Headquarters National Capital Region is postured to provide land-based homeland defense, civil support, and incident management in the National Capital Region.

USNORTHCOM also has Joint Task Force Alaska responsible for homeland defense and civil support tasks in their Joint Operations Area. Joint Task Force Alaska provides the Command's primary subject matter experts for Arctic matters.

U.S. Special Operations Command, North

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

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

ADM Gortney: I understand SOCNORTH was stood up from existing USNORTHCOM manpower and has been augmented by United States Special Operations Command (USSOCOM) personnel realigned from HQ USSOCOM staff. Current permanent manning is less than 50 individuals. I believe the final size of SOCNORTH has not been determined, but understand it should top out at just over 100 permanently assigned personnel, with augments and interagency liaisons adding approximately 10-20 personnel.

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

ADM Gortney: Since the establishment of USNORTHCOM in 2002, there has been a gap in the capability to command and control special operations forces operating in the USNORTHCOM area of responsibility. The establishment of SOCNORTH has afforded the Command increased accountability of actions and developed a hub for special operations capabilities for USNORTHCOM. SOCNORTH works with Allies and partners to expand interoperability.

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

ADM Gortney: It is my understanding the establishment of SOCNORTH provides a "single point of entry" for federal counterterrorism agencies to coordinate on USNORTHCOM area of responsibility-specific challenges. This synergy is already evident, as improved relationships with the Federal Bureau of Investigation, Department of Energy, and others have been demonstrated through exercise collaboration and various workshops. I believe Department of Defense/interagency collaboration and cooperation are the keys to protecting the homeland. SOCNORTH, as an integral node of the global SOF network, provides USNORTHCOM with facilitated access to additional intelligence and information resources.

Counter-Narcotics Efforts

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

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

ADM Gortney: In my view, the current role of the Department of Defense (DOD) in a support role to law enforcement is appropriate. The DOD largely supports U.S. law enforcement agency (LEA) efforts to counter transnational drug cartels and gangs through information sharing, detection and monitoring illicit trafficking, and analytical support. In addition, the DOD is helping partner countries build capacity to address narcotics trafficking and related transnational organized crime within their borders.

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

ADM Gortney: USNORTHCOM supports the Department's global counterdrug mission, cooperating closely with USSOUTHCOM and USPACOM through information sharing and situational awareness of drug-related threats to national security. USNORTHCOM provides Department of Defense support to domestic law enforcement agencies in counternarcotics operations. USNORTHCOM also works with Mexican military and civil authorities to enhance their capability. USNORTHCOM partners with Mexico, Canada, and The Bahamas to build capability and capacity to fight drug trafficking organizations.

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

ADM Gortney: My understanding is that ongoing counternarcotics operations with interagency and host nation partners in the USNORTHCOM AOR are appropriately focused. The geographic border USNORTHCOM shares with USSOUTHCOM is a key route for drugs entering Mexico en route to the United States. I believe that the two commands collaborate closely on this issue and work hand-in-hand with the nations on Mexico's southern border. If confirmed, I will continue this coordination 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, USNORTHCOM's Intelligence Directorate, and Joint Task Force North.

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

ADM Gortney: One of the primary things I've learned in my career is that program success directly correlates with an ability to measure performance against programmatic goals, which for counternarcotics (CN) programs stem from several sources, including the National Security Strategy, the National Drug Control Strategy, and the Strategy to Combat Transnational Organized Crime are

realized in USNORTHCOM's Theater Campaign Plan. It is my understanding that performance measurement has been a point of emphasis for the Department's CN program, and USNORTHCOM already has a clear understanding of what desired outcomes most directly contribute to the national strategy.

And I believe what is most critical here is to continue to develop, collect, and analyze operational outputs to better measure the desired outcomes of reducing the flow of drugs into the United States and to diminish the national security threat of transnational organized crime in our Hemisphere.

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?

ADM Gortney: I would rank the counternarcotics mission as a critical enabler to the defense of the homeland, as it supports the development of trust and confidence with critical mission partners through combined training opportunities and information sharing. In addition, it provides early warning of potential threats through enhanced information and intelligence sharing. I believe it's critical that we constantly evaluate the operational intersects between varying criminal organizations and terror networks to determine threats to national security and prevent attacks in the homeland.

Security Relationships with Canada and Mexico

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

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

ADM Gortney: I believe our security relationship with Canada is exceptional in all facets. The NORAD agreement exemplifies the mutual trust and confidence our nations have in each other that NORAD forces execute every day. Canada has been a vital partner in the North Atlantic Treaty Organization and has played a critical role in the International Security Assistance Force's work in Afghanistan. I understand USNORTHCOM enjoys a very strong relationship with its Canadian counterpart, Canadian Joint Operations Command. If confirmed, I look forward to advancing and strengthening this long-standing partnership.

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

ADM Gortney: In my view, the security relationship between the United States and Mexico has never been stronger. GEN Jacoby has set the stage for historic growth in the levels of cooperation and trust. Just a couple of weeks ago, I hosted the Mexican Secretary of the Navy at Norfolk, and I can attest that we can have as honest a dialog on security issues as we do with any of our allies.

USNORTHCOM has witnessed an exponential increase by the Mexican military in requests for training, subject matter expert exchanges, and U.S. equipment purchases through Foreign Military Sales. If confirmed, I will continue to capitalize on the personal and professional relationships established by my predecessors, and those I established as NORTHCOM's naval component.

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

ADM Gortney: I agree with the President that Transnational Criminal Organizations (TCOs) “constitute an unusual and extraordinary threat to national security, foreign policy, and economy of the United States...” *POTUS Executive Order, July 2011*. The more we learn about TCOs in Mexico, the more we come to understand that they operate across a broad spectrum of illicit activities that goes beyond drugs, to include human smuggling, human trafficking, weapons trafficking, illicit financing, coercion and corruption of public officials and erosion of the rule of law. Clearly drug demand in the United States fuels their capabilities. Mexico based TCOs have influence that extends into hundreds of U.S. cities. This presents a substantial security challenge.

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

ADM Gortney: I would defer to the Department of Homeland Security (DHS) for assessment of the security situation along the U.S.-Mexico border. Nonetheless, I understand USNORTHCOM monitors threat intelligence to ensure we are prepared for any threat that may seek to exploit border vulnerabilities. USNORTHCOM is a committed partner in this effort on both sides of the border. I believe security on the border is measured in degrees, and the nation should never be satisfied that the border is secure enough. If confirmed, I look forward to working with DHS, our Mexican partners, and others in the interagency community and, when directed by the President or the Secretary of Defense, providing requested military support.

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

ADM Gortney: Yes. USNORTHCOM and its subordinate command Joint Task Force North (JTF-N) bring military-unique capabilities to bear against Transnational Criminal Organizations in alignment with the priorities of the Department of Homeland Security. JTF-N operations also provide tasked units with valuable and relevant training benefits.

What is your understanding of NORTHCOM's support to civil authorities operating along the southern border, including the current DOD support to the Department of Health and Human Services in providing temporary housing for unaccompanied immigrant children coming across the border?

ADM Gortney: USNORTHCOM supports civil authorities, principally the Department of Homeland Security (DHS), when directed by the President or the Secretary of Defense. USNORTHCOM partners with U.S. Customs and Border Protection and other interagency community partners to provide Department of Defense (DOD) capabilities along the U.S. southern border in accordance with DHS priorities.

DOD has been supporting the DHS and Department of Health and Human Services (HHS) in responding to the unaccompanied children coming across the border. Commander, USNORTHCOM,

is designated as the supported commander for DOD's efforts to provide temporary housing, transportation, and planning support to the Primary Agencies (DHS and HHS) for assistance in resolving the situation. In my current capacity as NAVNORTH, monitoring current efforts has been part of our daily battle rhythm.

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

ADM Gortney: Since the Department of Homeland Security (DHS) is the lead federal agency responsible for advocating for border protection capabilities, I would defer this question to the DHS. If confirmed, I look forward to partnering with DHS to support their efforts on the border, and will look to support requests where unique military skills and capabilities can be incorporated into law enforcement partner border operations.

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?

ADM Gortney: If confirmed, my primary goal will be to stand with the Mexican military to combat mutual security threats, while always fully respecting Mexican sovereignty. Thanks to GEN Jacoby, USNORTHCOM enjoys an unprecedented level of dialog with both SEDENA and SEMAR leadership. Using the current authorities granted to USNORTHCOM, if confirmed, I plan to further cement this relationship. Specific goals that I would focus on to improve security relations are enhancing support to Mexico's strategy to improve security along its southern border with Guatemala and Belize, ensuring requested equipment and training are delivered in the most efficient manner possible, and assisting with opportunities to expand Mexico's regional and global posture.

Unmanned Aerial Vehicles

Unmanned Aerial Vehicle flight within the continental United States is severely restricted including portions of the Canadian and Mexican borders. The Federal Aviation Administration is studying how to integrate unmanned systems and conventionally piloted aircraft in the same airspace.

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

ADM Gortney: No. The Federal Aviation Administration, Office of Secretary of Defense, and the Services are aggressively pursuing efforts to fully integrate unmanned aerial systems into the National Airspace System, allowing unmanned aerial systems to be available to support USNORTHCOM's missions of homeland defense and defense support of civil authorities. The development and evolution of these platforms has been unimpeded.

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

ADM Gortney: Not at this time. However, the USNORTHCOM is currently conducting a Joint Test to validate airspace and flight procedures for Unmanned Aerial Systems to operate safely within National Airspace System.

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.

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

ADM Gortney: USNORTHCOM coordinates with the states mainly through two avenues: the Federal Emergency Management Agency (FEMA) and its FEMA Regional Headquarters and also the National Guard Bureau to individual state National Guard Joint Force Headquarters. USNORTHCOM also has liaison personnel from various federal agencies that greatly assist in interagency emergency response capability awareness efforts. It has been my experience during my tours as Director of the Joint Staff and as Commander, U.S. Fleet Forces Command that USNORTHCOM has leveraged these avenues to develop good relationships with key response partners and to gain visibility on their planning and plans.

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

ADM Gortney: It is my observation that USNORTHCOM has worked diligently to ensure its civil support mission area plans, policies, and programs are appropriately supporting civil authorities. Of note, USNORTHCOM has integrated its civil support planning with FEMA's Regional Planning and has significantly enhanced its relationships with key partners through planning, training, and exercises. As with any endeavor, there are often opportunities for additional improvement, and if confirmed, I will work to that end.

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

ADM Gortney: If confirmed, I plan to extend my predecessor's work to develop "playbooks" for foreseeable emergency response situations in the states. Additionally, I will look to enhance relationships with defense coordinating officers, state emergency management officials, and the states' National Guards through the National Guard Bureau. And finally, if confirmed, I would continue to advance the Dual Status Commander program as the usual and customary command arrangement to achieve unity of effort between federal and state military forces in the event of a domestic disaster requiring support from the Department of Defense.

Process for DSCA Requests and Funding

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

ADM Gortney: As I understand them, current policies and processes provide for the Governor of an affected State to request federal assistance from the President via a formal Disaster Declaration. This enables a lead federal agency, usually the Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA), to request Department of Defense (DOD) assistance for the affected area or state, and the Secretary of Defense will normally direct USNORTHCOM to provide the requested capability. In such cases, DOD is appropriately reimbursed via the Stafford Act. There are also mechanisms, prior to or in the absence of a Presidential Disaster Declaration, for providing DOD assistance to local civil authorities under Immediate Response Authority to save lives, prevent human suffering and mitigate great property damage. Additionally, DOD may provide assistance under the Economy Act as requested between federal agencies.

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

ADM Gortney: I do not see a need in the near future to propose any policy or procedural changes with respect to funding sources for defense support of civil authorities.

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, and Nuclear (CBRN) incidents. Yet NORTHCOM has relatively few military forces assigned to it on a permanent basis.

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

ADM Gortney: Forces and authorities are provided in relevant Joint Staff Execute Orders (EXORDs), which have been approved by the Secretary of Defense. Forces required for these EXORDs are requested in accordance with Global Force Management (GFM) policies and procedures. USNORTHCOM then receives trained and ready forces necessary to execute these EXORDs for its full range of mission requirements.

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?

ADM Gortney: If confirmed, I will work with the Joint Staff and the Services to ensure USNORTHCOM force requirements can be met in support of its Unified Command Plan- assigned missions.

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?

ADM Gortney: If confirmed, I will use the standing Force Allocation Process to identify USNORTHCOM's force requirements for assigned missions. In coordination with the joint force providers, I will employ the Chairman's Readiness System to ensure USNORTHCOM's mission

requirements, capabilities, and shortfalls are properly reflected and assessed in the Defense Readiness Reporting System.

NORTHCOM-DHS Relationship

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

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

ADM Gortney: I believe USNORTHCOM has an enduring mission to provide Department of Defense capabilities to civil authorities, as an integral component of the National Preparedness System. I expect that the planning for and response to complex natural or man-made disasters will remain whole of community efforts. My view is the Department of Defense and USNORTHCOM will continue to have a supporting role in those efforts.

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?

ADM Gortney: I defer to the Secretary of Defense on formal dual use equipment policy. However, I think the current role is appropriate, wherein USNORTHCOM, in coordination with other Department of Defense entities, identifies dual-use equipment needed to support civil authorities in natural or man-made disasters.

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

ADM Gortney: The Services are responsible to organize, train, and equip forces for combatant command missions. For defense support of civil authorities (DSCA), the Chairman of the Joint Chiefs of Staff, with the approval of the Secretary of Defense, publishes DSCA orders that capture the relevant requirements for Service programs. In addition, the elements of the Chemical, Biological, Radiological, and Nuclear Response Enterprise undergo a training and exercise evaluation program that is developed and executed in close coordination among USNORTHCOM, the National Guard Bureau, and the Services in their Title 10 US Code "train and equip" responsibilities. This program ensures the entire Enterprise is trained and equipped in a way that ensures a high state of readiness, but which is also standardized and aligned to ensure units are interoperable and able to integrate during execution.

National Guard

There is still debate about the role the National Guard should play in homeland security and defense. In an April 21, 2008 letter to the Committee concerning the recommendations of the Commission on the National Guard and Reserves, Admiral Mullen, the Chairman of the Joint Chiefs of Staff, wrote that, "I have some concerns about the Commission's ideas on enhancing the Defense Department's role in the Homeland. While Reserve Component civil support

requirements are important, they should not be of equal importance to DOD combat responsibilities.”

Do you agree with this view of Admiral Mullen?

ADM Gortney: Yes. The principal duty of the armed forces is to defend the nation. Civil support is a vital responsibility, but secondary to fighting and winning the country’s wars.

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

ADM Gortney: I believe the National Guard remains a critical component of the Total Force and should be oriented to the Department of Defense’s priorities and the three pillars emphasized in the Defense Strategy: homeland defense, building global security, and projecting power and winning decisively.

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

ADM Gortney: GEN Jacoby has forged incredible partnerships between USNORTHCOM, the National Guard Bureau, and The Adjutants General. If confirmed, I will endeavor to continue this legacy through regular coordination and engagement.

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

ADM Gortney: If confirmed, I would enhance existing liaison relationships that USNORTHCOM currently employs with these organizations and where appropriate, build new liaison relationships with key mission partners. In general, I believe liaison officers must be empowered and prepared to build relationships, conduct mutual planning, and transition seamlessly to cooperative execution.

Distribution of National Guard End Strength and Force Structure Among the States

What is your understanding and assessment of the distribution of responsibility and authority for the measurement and analysis of requirements and risk, course of action development, recommendation, and decision for the distribution of Army and Air National Guard end strength and force structure among the states and territories?

ADM Gortney: If confirmed, my first and foremost responsibility as a combatant commander will be to assess and determine the mission requirements for homeland defense and defense support of civil authorities. I am very confident the Secretaries of the Army and the Air Force, their respective Service Chiefs and the Chief of the National Guard Bureau will effectively train, equip, and make available the very best forces to meet the mission requirements for NORAD and USNORTHCOM.

In your view, does this distribution appropriately assign responsibility and authority among National civilian leaders and military staff? Does this distribution of responsibility and authority, and the analysis and decisionmaking process, provide an appropriate level of

transparency and openness that takes into account the risks and requirements of the states and territories?

ADM Gortney: It is my view that we have established the necessary balance within the Department to ensure appropriate distribution of responsibilities and authorities between our civilian and military decision-makers. I am confident our Department of Defense planning and budgeting processes afford required transparency and openness, while addressing risk and requirements within the current fiscal environment.

If confirmed, what changes, if any, would you recommend to the allocation of responsibility and authority, or the analytical and decisionmaking processes, for the distribution of National Guard end strength and force structure among the states and territories?

ADM Gortney: If confirmed, I believe my role as the NORAD and USNORTHCOM commander is to determine required capabilities for homeland defense and defense support to civil authority mission areas. Whether Active Duty, National Guard or Reserves, I am confident the Service Secretaries and Chiefs of Staff, along with input from the Chief of the National Guard Bureau, will establish the proper force structure and end strength to support the vital missions of NORAD and USNORTHCOM.

In your view, is the current allocation of National Guard end strength, force structure, capacities and capabilities among the states and territories appropriate to their historical requirements and risks? If not, and if confirmed, what changes would you propose to the allocation to best or better deal with the challenges of historical requirements and risk?

ADM Gortney: I believe civilian and military leadership will balance requirements and risks within the present fiscal environment in order to ensure we can defend the nation and respond during natural and man-made disasters. If confirmed, my role as a combatant commander will be to work with the Services and National Guard Bureau to ensure NORAD and USNORTHCOM mission requirements are addressed in the Total Force planning calculus.

Army Aviation Restructure Initiative

What is your understanding and assessment of the Army's Aviation Restructure Initiative and its potential impact on the capability and capacity of DOD and the states and territories to deal with domestic emergencies or provide defense support to civil authorities?

ADM Gortney: I believe this Army initiative attempts to meet budgetary limits, while maximizing readiness across the Total Force and improving states' ability to respond to domestic emergencies and provide support to civil authorities. From my perspective, airlift capabilities supporting rescue, evacuation, personnel movement, and logistical transport are critical to success when providing defense support of civil authorities. Additionally, increasing airlift capabilities, such as Black Hawk helicopters, resident in the National Guard, gives Governors and The Adjutants General ready access to a capability that should improve states' capacity to respond to natural or man-made disasters.

One feature of the Aviation Restructure Initiative would transfer all Army National Guard AH-64 *Apache* attack helicopters to the regular army by the end of fiscal year 2019.

What is your understanding and assessment of the relevance and utility of the *Apache* attack helicopter to the aviation requirements needed to support civil authorities for domestic

emergencies or crises? In your view, are there any capabilities of the Apache helicopter relevant to support for civil authorities that are not or cannot be provided by other aviation platforms in the National Guard?

ADM Gortney: In my view, the Apache attack helicopter has limited value when conducting the defense support of civil authorities (DSCA) mission. In a DSCA role, the Apache does not meet the most crucial rotary wing aviation mission needs for airlift to support rapid movement of people and supplies.

CBRN Response Capabilities

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

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

ADM Gortney: If confirmed, I will work closely with the Joint Staff, Services, National Guard Bureau and The Adjutants General to ensure adequate forces are assigned or allocated to this mission and that they are properly trained, resourced, and tested by robust exercise programs in order to answer the call, if needed.

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

ADM Gortney: I understand the organizations designed to respond to a CBRN incident are structured to provide a graduated response capable of responding to a range of scenarios. Some are federal forces, while others are National Guard forces typically under the control of 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 will work closely with the Joint Staff, Services, National Guard Bureau, and the states to ensure all forces designed to accomplish this mission are properly manned, trained, equipped to execute it, and that timelines and command and control relationships are appropriate.

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

ADM Gortney: The federal military's Defense CBRN Response Force (DCRF) is one element (5,200 personnel) of the larger combined federal Title 10 and state National Guard CBRN Response Enterprise (over 18,000 personnel total). The DCRF represents an extremely capable force within that Enterprise. It has the highest density of critical lifesaving capabilities within the Enterprise, consisting of ground search and rescue; decontamination; emergency medical triage, treatment and stabilization; and ground and air medical evacuation. This capability has two force packages ready to deploy within 24 hours and 48 hours, respectively, providing the nation with a rapid response and highly trained

technical response force. If confirmed, I will report this Committee if I determine there are any significant concerns with this vital capability.

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

ADM Gortney: If confirmed, I intend to sustain USNORTHCOM's close relationship with the National Guard Bureau (NGB), and through the NGB, with State National Guard Joint Force Headquarters. It is my understanding that these relationships are as strong as they have ever been – in large part due to GEN Jacoby's leadership. It is through these relationships and through close coordination with our partners that we achieve the alignment of efforts that will synchronize operations during plan execution.

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

ADM Gortney: Yes. I believe federal military forces conducting defense support of civil authorities missions should remain under the command of the Commander, USNORTHCOM. Federal military forces responding to a chemical, biological, radiological, or nuclear incident do so in support of the lead federal agency and at the request of state governors. I support the Dual Status Commander arrangement as the usual and customary way to command and control federal military and non-federalized state National Guard forces to achieve unity of effort amongst forces assigned to these distinct chains of command.

WMD-CSTs and CERFPs

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

ADM Gortney: Each state has at least one Weapons of Mass Destruction-Civil Support Team (WMD-CST). It is my understanding that they are appropriately organized, manned, trained and equipped to accomplish their assigned mission. If confirmed, I will continue the strong partnership with the National Guard Bureau and The Adjutants General to maintain the readiness of WMD-CSTs and CBRN Enhanced Response Force Packages (CERFPs) and continue to reassess the mission, and the requirements, based on the existing threats.

If not, what changes do you believe are needed?

ADM Gortney: If confirmed, I will assess the state of the entire CBRN Response Enterprise and seek for opportunities to make improvements as deemed necessary. The Weapons of Mass Destruction-Civil Support Teams (WMD-CSTs) and CBRN Enhanced Response Force Packages (CERFPs) have a no-fail mission and I will support the Services, National Guard Bureau, and The Adjutants General in advocating for them.

Cybersecurity

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

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

ADM Gortney: USNORTHCOM's role is to detect, deter, and prevent malicious cyber activity targeting the Command's assigned missions. This is accomplished through inherent cyberspace capabilities and relationships with mission partners such as USSTRATCOM, USCYBERCOM, Department of Homeland Security (DHS), National Security Agency, National Guard, and Canada.

DHS's primary cybersecurity role is to coordinate the national protection, prevention, mitigation of, and recovery from cyber incidents, as well as serve as the federal lead for the protection of critical infrastructure. DHS provides domestic cyber threat awareness, which USNORTHCOM leverages to enhance understanding and mitigate the Command's operational risk.

What should be NORTHCOM's role in cybersecurity operations?

ADM Gortney: My understanding is that USNORTHCOM's current role in cybersecurity is appropriate. The overall lead for cyber within the Department of Defense is USSTRATCOM and USCYBERCOM, which have a global responsibility. By contrast, USNORTHCOM has a theater focus, ensuring successful operations in a denied or degraded cyberspace environment.

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

ADM Gortney: I believe USNORTHCOM has a close relationship with USCYBERCOM, collaborating on cyber threats, defensive measures, world-wide situational awareness, and cyber planning. USCYBERCOM provides support to USNORTHCOM in executing its assigned missions, such as homeland defense and defense support of civil authorities. USNORTHCOM leverages the cyberspace capabilities of USCYBERCOM to achieve operational objectives.

Western Hemisphere Institute for Security Cooperation

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

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

ADM Gortney: I understand that USNORTHCOM interacts with WHINSEC to ensure the USNORTHCOM Theater Campaign Plan is supported through their resident and mobile training team courses. Additionally, it has been a Command priority to have both Canadian and Mexican instructors on the staff at WHINSEC and if confirmed, I will continue to encourage the participation of our partner nations.

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

ADM Gortney: Yes. WHINSEC is an enabler to the USNORTHCOM Theater Campaign Plan and supports national security interests. WHINSEC provides the next generation of military and civilian leaders in the Western Hemisphere education and training that promotes peace, human rights, and democratic values while providing meaningful training and education in the Profession of Arms.

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

ADM Gortney: It is my understanding that the 2008 Nation Defense Authorization Act added the CDRUSNORTHCOM as a WHINSEC Board of Visitors (BoV) member. USNORTHCOM oversight is provided through this annual meeting on academic instruction, resource application, and to ensure WHINSEC remains focused on national security objectives relevant to the Western Hemisphere. If confirmed, I look forward to participating in this annual meeting along with CDRUSSOUTHCOM and other board members.

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

ADM Gortney: WHINSEC embeds human rights training in all current curriculums. I understand that annually, at the Board of Visitors meeting, existing curriculum is reviewed and recommendations are taken for action by the Board of Visitors. This forum serves to ensure human rights are emphasized throughout WHINSEC's curriculum.

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

ADM Gortney: Yes. If confirmed, I look forward to attending the Board of Visitor's meetings.

Intelligence Sharing/NCTC

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

ADM Gortney: I understand the NORAD and USNORTHCOM Intelligence Directorate assesses and apprises the Commander, senior staff, and NORAD Regions and USNORTHCOM Components of all foreign terrorist threats to North America that could impact NORAD and USNORTHCOM missions or compel a requirement for the Commands to respond when directed or required. The accuracy and timeliness of these assessments hinge on a small contingent of dedicated terrorism analysts and daily intelligence collaboration with the other combatant commands, Defense Intelligence Agency, and national counterterrorism intelligence, and law enforcement agencies.

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

ADM Gortney: It is my understanding that USNORTHCOM is well integrated throughout the intelligence and law enforcement communities. I have been informed that our terrorism assessments rely heavily on intelligence and perspectives provided by national counterterrorism agencies,

particularly the Federal Bureau of Investigation, the National Counterterrorism Center (NCTC) and the Defense Intelligence Agency's Defense Combatting Terrorism Center. It is normal practice to coordinate assessments with these agencies, and Command analysts frequently draft and publish joint terrorism assessments with these agencies. To facilitate these essential partnerships, each of the key national counterterrorism agencies has assigned a senior representative to NORAD and USNORTHCOM, and the Intelligence Directorate has assigned senior intelligence analysts to work within the NCTC, the Federal Bureau of Investigation, and with the Canadian Defense Intelligence Staff.

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

ADM Gortney: It is my understanding that NORAD and USNORTHCOM and the National Counterterrorism Center (NCTC) have a close and collaborative relationship. The Command has two officers embedded at NCTC: one in the Directorate of Intelligence and the other in the Directorate of Strategic Operational Plans. Additionally, the Commands' Operational Intelligence Watch is in continuous contact with the NCTC Operations Center, and the Commands' terrorism analysts are in daily contact with counterparts at NCTC. I understand the Commands frequently host NCTC analysts for briefings on threats of mutual concern and also send analysts to support NCTC working groups. All of this collaboration ensures Command visibility on developing terrorist threats to the aviation sector, Force Protection, or threats with potential weapons of mass destruction and consequence management implications. It also ensures that NCTC is cognizant of command missions and can facilitate information sharing on topics of mission relevance.

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

ADM Gortney: Yes. I understand the NORAD and USNORTHCOM Intelligence Directorate has a full-time civilian intelligence officer assigned to National Counterterrorism Center Directorate of Intelligence, who produces homeland threat analysis. USNORTHCOM also has an active duty officer assigned as an operations representative to the Directorate of Strategic Operational Planning at the National Counterterrorism Center. Both serve as advocates for USNORTHCOM by conveying our mission equities and intelligence needs, and provide the Command visibility to national-level counterterrorism threats and policy issues.

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

ADM Gortney: Yes. It is my understanding the NORAD and USNORTHCOM representatives at NCTC have the same access to information as National Counterterrorism Center (NCTC) cadre. This includes access to terrorism threat information not shared directly with the Command or other Department of Defense elements. USNORTHCOM representatives at NCTC maintain the balance between protecting sensitive case work, investigations, and operations information, with information sharing and collaboration.

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

ADM Gortney: From my experience working for USNORTHCOM as Commander of Naval Forces North, I know first-hand the importance of conducting all intelligence activities in full compliance with intelligence oversight law and policy. If confirmed, I will continue to ensure all USNORTHCOM intelligence activities are reviewed by intelligence oversight specialists, thereby making certain they are conducted lawfully, consistent with all laws and policies.

Ballistic Missile Defense

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

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

ADM Gortney: Yes. In view of evolving threats, the capability to defend the Nation with an effective ballistic missile defense system is paramount. Operationally realistic testing underpins the confidence we have in this system and is critical to mission readiness.

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?

ADM Gortney: Yes. Flight testing is one of the most important, and visible ways of demonstrating the operational capability and reliability of the GMD system to improve warfighter confidence and mission readiness of the system. I understand the USNORTHCOM staff has worked closely with the Missile Defense Agency and USSTRATCOM in the formation of the Integrated Master Test Plan to provide a plan for an adequate test cadence. If confirmed, I look forward to being a participant in the conversation.

Do you agree that, if the recent flight test of the GMD system (flight test FTG-06b) demonstrates the successful correction of the problems that caused previous flight test failures, that the Missile Defense Agency should deploy the additional 14 Ground-Based Interceptors in Alaska, as announced by Secretary of Defense Hagel in March 2013?

ADM Gortney: Yes. In all regards, it appears the recent flight test was a success. This successful test is an important step in gaining valuable knowledge that will help improve the Ballistic Missile Defense System (BMDS) as we move forward. The additional 14 Ground-Based Interceptor's (GBIs) will provide an increased capacity to defend our homeland and I support the timely deployment of these interceptors.

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

ADM Gortney: Yes. Modernization and sustainment of the GMD system hedges against future threats by ensuring capabilities will be available when needed. Advancing missile technologies by rogue adversaries demands continuous improvement in our systems. Redesigned Exo-atmospheric Kill

Vehicle (EKV) and discrimination improvements are two crucial areas where I believe the Ballistic Missile Defense System needs to continue to focus.

The committee is aware that a recent independent assessment of the GMD system indicated that a number of important reliability and maintenance functions are not included in the current GMD program of record. Therefore, the committee recommended an increase of \$30 million in Fiscal Year 2015 for these efforts.

Do you agree that additional attention and funding is needed to ensure the reliability of the GMD system?

ADM Gortney: Reliability and maintenance are both factors that improve our overall confidence in the Ground-Based Midcourse Defense system. As the system evolves, I believe we need to continue to focus on improvements that increase overall confidence and effectiveness of the Ground-Based Midcourse Defense program.

Cruise Missile Defense

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

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

ADM Gortney: I believe the Joint Integrated Air and Missile Defense Organization (JIAMDO) and NORAD and USNORTHCOM should continue to partner on cruise missile defense. If confirmed, I would aim to carry forward the great working relationship previous commanders have developed with JIAMDO.

102. 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?

ADM Gortney: I assess that a cruise missile attack is possible, though unlikely to occur without indications and warnings registering with the intelligence community. I believe the cruise missile threat to be low; however, increasing capability and proliferation make the cruise missile problem increasingly more dangerous. If confirmed, I will be committed to development of a robust capability for cruise missile defense.

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

ADM Gortney: I understand NORAD developed a Defense Design for Cruise Missile Defense of the National Capital Region and is currently evaluating emerging technologies to defend against the cruise missile and other air breathing threats. Technologies from the Defense Design are intended to be scalable for expansion across North America. If confirmed, I would closely monitor progress on cruise missile defense programs and emphasize the importance of an integrated air and missile defense capability to secure key terrain and critical infrastructure.

What role do you believe the planned operational exercise of the Joint Land-Attack Cruise Missile Defense Elevated Netted Sensor (JLENS) system will play in establishing improved capabilities to detect and defend against evolving cruise missile threats to the Homeland?

ADM Gortney: I believe JLENS will play an extremely important role in establishing improved capabilities. As part of the Operational Exercise, efforts are underway to integrate this system into the existing NORAD air defense architecture. This will significantly improve the capability to detect, track, and warn, and in the near future engage cruise missiles.

Continental Air Defense

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

ADM Gortney: In the Cold War era, NORAD was focused primarily on deterring, detecting, and defending against external threats approaching the continent from beyond our borders. Since September 11, 2001, NORAD's focus has evolved to also look at potential terrorist attacks originating from both inside and outside the borders of the United States and Canada.

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

ADM Gortney: Yes. Through a network of alert fighters, tanker aircraft, command and control platforms, and ground-based air defense systems, NORAD stands watch over the homeland. I understand NORAD continues to evolve and regularly evaluates and updates its air defense capabilities in order to outpace threats and ensure the air defense of the United States and Canada.

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

ADM Gortney: If confirmed, I will assess NORAD's air defense capabilities to confirm that they meet national security requirements. At that time, I will work to eliminate any identified deficiencies and ensure we maintain continuity of the aerospace warning and aerospace control mission.

Maritime Warning and Maritime Domain Awareness

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

ADM Gortney: The NORAD Maritime Warning mission relies upon Maritime Domain Awareness to develop a comprehensive shared understanding of the maritime operational environment and to issue bi-national warnings of maritime threats or attacks against North America. The Commander of NORAD and USNORTHCOM coordinates with a global maritime community of interest to expand information sharing and Maritime Domain Awareness through agreements, plans development, cooperative training, and acquisition of Maritime Domain Awareness sensors/tools. In my current job, I'm also dual-hatted as Commander, U.S. Naval Forces Northern Command, and support USNORTHCOM and NORAD to ensure that we share a very high degree of Maritime Domain Awareness.

Arctic Region Mission

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

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

ADM Gortney: The practical effect of the 2011 changes to the Unified Command Plan is greater emphasis on planning for operations in the Arctic. The Arctic is an historic approach to the homeland. It demands unique attention in light of the recent increase in accessibility and human activity in the region. I understand that USNORTHCOM has undertaken significant planning and exercise efforts dedicated to a range of safety, security, and defense considerations. If confirmed, I will work to translate these plans and the lessons learned from exercises into a realistic, prioritized list of Department of Defense requirements.

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

ADM Gortney: If confirmed, first I would focus on improving our awareness of human activity and operations in the region, encompassing a whole-of-government and whole-of-community approach. Information on current/pending Arctic activity resides with many U.S. federal, state and private sector entities, as well as counterpart organizations in Canada. I believe we need to understand what information is available, who has it, how we can get it, and how we can turn it into actionable information when needed. Next, I would look to improve communications at the high latitudes throughout the year and during severe weather conditions. Finally, I would work to identify realistic requirements for defense infrastructure and ways to maintain presence.

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

ADM Gortney: I understand there is good interagency coordination already underway regarding the Arctic, and if confirmed, I will certainly work to further enhance that collaboration and cooperation. GEN Jacoby and former U.S. Coast Guard Commandant, ADM Papp jointly signed an Arctic Capabilities Assessment White paper that recommended capability gaps, on which both the Department of Defense and Department of Homeland Security should focus. Further, I understand USNORTHCOM sponsors a working group that focuses on Arctic issues and routinely brings together various federal and Alaska state agencies.

Law of the Sea Convention

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

ADM Gortney: Yes. United States accession to the Law of the Sea Convention would provide a forum for protecting and advancing US interests, including freedom of access and offshore resources.

The Convention would support USNORTHCOM's interest in the peaceful opening of the Arctic in a manner that strengthens international cooperation.

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

ADM Gortney: Yes, for several reasons. At the geostrategic level, I believe we should not be the only Arctic nation that is outside the Convention. In addition, all the other countries bordering the Arctic Ocean are Parties and have made (or are preparing) submissions regarding continental shelves beyond 200 miles to the Convention body. We are working on the outer limits of the U.S. shelf, the largest single portion of which is in the Arctic, but can only get a formal blessing if we join the Convention. Lastly, as Arctic warming enables a wide range of human activity (shipping, oil/gas, tourism, fishing), it becomes more important that we put our ocean rights on a treaty footing and have a larger voice in the interpretation/development of rules.

Congressional Oversight

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

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

ADM Gortney: Yes

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

ADM Gortney: Yes

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

ADM Gortney: Yes

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

ADM Gortney: Yes

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

ADM Gortney: Yes