

Advance Policy Questions for Lt. Gen. Glen D. VanHerck, USAF
Nominee for Commander, U.S. Northern Command, and Commander, NORAD

Duties and Qualifications

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

The Commander of U.S. Northern Command (USNORTHCOM) is responsible for homeland defense of the United States, defense support of civil authorities, and theater security cooperation with Canada, Mexico, and The Bahamas. The 2011 Unified Command Plan also for the first time designated the Commander, USNORTHCOM, as the Department of Defense Advocate for Arctic Capabilities.

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

Per the bi-national North American Aerospace Defense Command (NORAD) Agreement, the Commander of NORAD is accountable to both the President of the United States and the Prime Minister of Canada to provide aerospace warning, aerospace control, and maritime warning for the United States and Canada.

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

I am truly honored and humbled to be nominated to serve as the Commander, U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD), and if confirmed, I will incorporate the many experiences and lessons I have learned over the course of more than 32 years of service as an Air Force officer to provide homeland defense of our great nation.

In my current assignment as the Director of the Joint Staff, I assist the Chairman of the Joint Chiefs of Staff in his role as the principal military advisor to the President, the Secretary of Defense and the National Security Council on all military matters. Additionally, I coordinate and direct the activities of the Joint Staff in support of the Chairman and serve as the Joint Staff Inspector General. The Joint Staff was intricately involved in the USNORTHCOM-led response following Hurricane Dorian, USNORTHCOM's continued support of U.S. Customs and Border Protection along the southwest border, and throughout USNORTHCOM's support to the Department of Health and Human Services and the Federal Emergency Management Agency during the ongoing COVID-19 pandemic. The close relationship the Joint Staff maintains with USNORTHCOM in execution of these missions allowed me to witness first-hand the vital importance of its homeland defense and support of civil authorities missions, and to both shape and participate in many of the key decisions that guided USNORTHCOM's activities. I believe close collaboration with Federal, state, local government agencies, as well as foreign military partners, is paramount to effectively performing the missions USNORTHCOM is responsible for.

I have commanded at all levels of the Air Force including at the squadron, group and wing levels, as well as the United States Air Force Warfare Center. I have also served in four different Joint assignments. Of note, I was the Director of Plans and Integration at U.S. Strategic Command, which provided me a unique understanding of the global threats facing our nation, including those presented by both peer competitors and rogue nations. I was also the Director of Operations at Air Force Global Strike Command, which provided me with a direct understanding and appreciation for the critical importance of strategic deterrence in homeland defense. Collectively, these experiences have provided me with an all-encompassing perspective on Joint operations. My background also provided me first hand experience in the necessity for coalition integration across our combatant commands, the Services, international partners, and interagency teammates. Such a background reinforces the skills and experience required to successfully and effectively perform the duties of the USNORTHCOM and NORAD Commander.

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, NORAD?

Every assignment presents a new set of challenges and opportunities, and if confirmed, I will take every available opportunity to expand my knowledge, understanding and expertise of U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD) mission areas. I have been fortunate to serve on the Joint Staff and have worked very closely with USNORTHCOM for the past two years. If confirmed, I will continue to build on that experience as the Commands continue their vital missions to defend North America. If confirmed, I will also draw on the expertise and counsel of USNORTHCOM and NORAD partners and allies in the Federal interagency community as well as those of the Commands' international allies and partners. The diverse and essential missions of USNORTHCOM and NORAD will no doubt provide me new challenges, as well as lessons learned each and every day. If confirmed, I will incorporate those lessons with the diverse experiences I have gained over more than three decades of service, the wisdom of others, and advice from my deputy commanders and previous commanders.

Relationships

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

The Secretary of Defense

The Commander of U.S. Northern Command reports directly to the Secretary of Defense and is responsible for executing all missions assigned and as directed by the Secretary. If confirmed, I will work diligently to maintain a strong working relationship with the Secretary.

The Deputy Secretary of Defense

The Commander of U.S. Northern Command (USNORTHCOM) routinely communicates and consults with the Deputy Secretary of Defense and provides information regarding USNORTHCOM missions, requirements, and assessments in support of the duties and the responsibilities of the Deputy Secretary.

The Under Secretary of Defense for Policy

The Commander of U.S. Northern Command communicates and consults routinely with the Under Secretary of Defense for Policy to express the Command's requirements for executing its assigned missions, and as needed to support the Under Secretary's responsibilities as the principal policy advisor to the Secretary of Defense regarding the formulation of national security and defense policy.

The Under Secretary of Defense for Intelligence

The Commander of U.S. Northern Command (USNORTHCOM) coordinates and consults with the Under Secretary of Defense for Intelligence on matters of intelligence and counterintelligence, security, and sensitive activities within the USNORTHCOM area of responsibility.

The Assistant Secretary of Defense for Homeland Defense and Global Security

The Commander of U.S. Northern Command (USNORTHCOM) routinely coordinates and consults with the Assistant Secretary of Defense for Homeland Defense and Global Security on all matters related to homeland defense, as well as USNORTHCOM's defense support of civil authorities and security cooperation missions within the USNORTHCOM area of responsibility.

The Chairman and Vice Chairman of the Joint Chiefs of Staff

Although not in the chain of command, the Combatant Commanders routinely communicate with the Chairman and Vice Chairman of the Joint Chiefs of Staff regarding combatant command missions, requirements, budgets, and assessments in support of assigned Joint Staff duties and responsibilities. As the current Director of the Joint Staff, I see the value of close communications between combatant commanders and the Chairman and Vice Chairman of the Joint Chiefs of Staff and I will foster such close and continuing communication with them.

The Secretaries of the Military Departments

The Commander of U.S. Northern Command (USNORTHCOM) coordinates and consults with the secretaries of the military departments to ensure the Services are fully aware of USNORTHCOM and NORAD requirements and missions, and that the Services are organized, trained, and equipped to meet those requirements.

The Chiefs of Staff of the Services

The Commander of U.S. Northern Command (USNORTHCOM) and NORAD routinely communicates and consults with the Service Chiefs regarding USNORTHCOM and NORAD missions and requirements, the establishment of force protection conditions at U.S. installations to safeguard personnel from potential threats, and other matters related to the role of the Service Chiefs in organizing, training, and equipping the force. If confirmed, I will turn to the Service Chiefs for their unique perspective on various issues.

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

The Commander of U.S. Northern Command (USNORTHCOM) works closely with each of the other combatant commanders. This ensures mutual support of assigned missions, seamless interactions and operations along geographic boundaries, timely sharing of information and intelligence, and effective globally integrated exercises and operations. If confirmed, I will continue to build on these important relationships to provide for the collaborative defense of the United States and its interests around the world. Strong ties and routine communication between USNORTHCOM and U.S. Southern Command (USSOUTHCOM) are essential to deterring, detecting, and mitigating threats and other challenges in the Western Hemisphere.

The Chief of the National Guard Bureau

The Commander of U.S. Northern Command (USNORTHCOM) maintains a close and collaborative relationship with the Chief of the National Guard Bureau, particularly given the National Guard's essential role in USNORTHCOM's defense of the homeland and support of civil authorities missions. I will maintain a strong and close collaborative relationship with the Chief of the National Guard and the staff of the National Guard Bureau.

The State Governors and Adjutants General

U.S. Northern Command's mission to defend the homeland and support civil authorities requires routine cooperation and extensive partnership between the Command and civilian and military leaders in all 54 states and territories. Successful homeland defense and disaster responses are only possible if communications, processes, and expectations are established well in advance. If confirmed, I will continue to engage with The Adjutants General of the states, governors, and state disaster response officials regularly to ensure mutual trust, respect, and readiness to deliver rapid and effective responses on request.

If confirmed, in carrying out your duties, how would you work with the Department of Homeland Security (DHS), the Homeland Security Council, and other federal agencies, as well as state and local authorities and representatives from the private sector?

U.S. Northern Command works closely with and supports partners from throughout the Federal interagency community, state and local governments, and the private sector. Successful and productive engagement with each of these entities is dependent on routine two-way communication, well-established processes, and trusted relationships. If confirmed, I will be

committed to working closely with leaders of the Department of Homeland Security and other Federal agencies, the Homeland Security Council, the National Security Council, and with state and local government officials to improve readiness, refine best practices, and ensure highly effective and well-honed responses in time of need.

Major Challenges and Problems

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

I believe the next Commander of U.S. Northern Command (USNORTHCOM) must continue to defend the homeland, provide defense support of civil authorities, and engage with America's foreign partners in the region while facing what may well be the most complex strategic environment in the Command's history. As described in the National Defense Strategy, this era of renewed great power competition will continue to see America's adversaries demonstrate their capability and intent to threaten the United States and our citizens in pursuit of their own national ambitions. USNORTHCOM's essential role in defending the nation and supporting Federal and international partners will be more vital than ever as the Command continues to meet its sacred obligations.

If confirmed, I will ensure the Command is adaptive and responsive to mitigate the impacts to military readiness and the threats to our national health brought on by the COVID-19 pandemic. This historic confluence of challenges highlights the necessity for a dedicated and focused Combatant Command, a ready and responsive force, and continued modernization of our homeland defense architecture.

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

America's competitors have invested heavily over a number of years to develop advanced all-domain weapons systems capable of holding the United States and our allies at risk. I believe that to deter each actor and defeat these all-domain systems, and to accomplish the Command's other vital missions requires U.S. Northern Command to lead a focused and collaborative effort with allies and partners. If confirmed, I will take all necessary steps to ensure the Command has the right mix of expert personnel, advanced technology, and integrated relationships with government, private sector, and international partners to ensure the homeland is well defended, our citizens are protected, and our partners are assured of our commitment to our common defense.

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

U.S. Northern Command's (USNORTHCOM) mission to defend the homeland is the number one priority of the National Defense Strategy and underpins each of the United States' strategic objectives. If confirmed, homeland defense will be my absolute priority and the key focus of the Command. USNORTHCOM's support of civil authorities and security cooperation with regional allies and partners are critical elements of the homeland defense mission. If confirmed,

I will take all necessary measures to ensure the Command stands ready to defend our nation and support our citizens and our international partners.

Sexual Assault Prevention and Response in U.S. Northern Command

In your view, are the policies, programs, and training of the U.S. Northern Command to prevent sexual assault and respond to sexual assault when it does occur, adequate and effective?

I believe that Department of Defense overarching policies, programs, and training are moving the Department in the right direction. However, we must not relent until we are able to eliminate sexual assault from our ranks through a balance of focused education, comprehensive response, compassionate advocacy, and just adjudication in order to promote professionalism, respect, and trust. If confirmed, I'll make my own assessment specific to U.S. Northern Command.

In your view, are the policies, programs, and training of the U.S. Northern Command to prevent sexual harassment effective?

Successful prevention depends upon leaders – at all echelons – fostering a command climate that actively discourages misconduct, increases victim and bystander awareness, and ensures training for all. I believe that overarching Department of Defense policies, programs, and training are moving the Department in the right direction, and that we must be vigilant and never become complacent. We must continue to seek out and implement best practices on preventing and responding to sexual harassment. To eliminate sexual harassment, we must foster a culture of prevention, response, and accountability. If confirmed, I will make my own assessment specific to U.S. Northern Command.

When sexual harassment does occur, does U.S. Northern Command have the tools needed to hold harassers accountable and to change the culture that allowed the harassment to occur?

I believe that Department of Defense disciplinary systems, whether implemented through administrative measures, non-judicial punishment, or Uniform Code of Military Justice actions are available to effectively address the issue of sexual harassment and hold harassers accountable. I firmly believe organizational culture begins at the top and that leaders must clarify and demonstrate what is acceptable, and eliminate behaviors not acceptable by training to and the enforcement of rigid professional standards. If confirmed, I will be committed to driving any required culture change to guarantee that U.S. Northern Command remains a safe, professional, and harassment-free workplace allowing for each team member to grow to their fullest potential.

What will be your approach to sexual assault and sexual harassment prevention and response in U.S. Northern Command, given that, if confirmed, you will lead a diverse workforce of service members and civilians?

If confirmed, I will provide clear guidance that sexual assault and sexual harassment will not be tolerated. If confirmed, I will also require relevant training be conducted to ensure everyone understands these issues fully, to include the negative impact sexual assault and sexual harassment have on victims and on the Command as a whole. And finally, if confirmed, I will ensure a command climate exists where reporting is encouraged, and victims are cared for, and I will ensure those who commit sexual assault and sexual harassment are swiftly held fully accountable for their actions.

What is your view of the necessity of affording a victim both restricted and unrestricted options to report a sexual assault?

Because sexual assault victims often feel that someone else held power over them, I believe that affording victims the ability to choose between restricted and unrestricted reporting options is an important first step in restoring assault survivors control over their lives, the reporting process and what happens to them.

What is your assessment of the potential impact, if any, of proposals to remove from military commanders, case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

I believe proposals seeking to limit a commander's role in the military justice system will undermine the military justice system. In turn, that will negatively impact victims, hinder readiness, and likely hamper military discipline. A commander's authority to set standards and hold Service members – located anywhere in the world – accountable is the foundation of military discipline. Little else is more critical to maintaining a lethal fighting force.

Our military justice system operates within a careful balance between the interests of the Government, the rights of the accused, and respect for the dignity of victims. Commanders maintain this balance by bringing all resources and support programs to these cases, to include access to counsel, sexual assault response coordinators, medical services, mental health providers, and investigators.

Commanders bear ultimate accountability for the Service members and the assets assigned to them, and for setting the climate in which they operate. I believe our commanders, trained and advised by military and civilian judge advocates and accountable for their decisions, are best positioned to handle the disposition of all crimes under the Uniform Code of Military Justice.

What is your assessment of DOD's implementation of protections against retaliation (including reprisal; social ostracism; and acts of cruelty, oppression, and maltreatment) for reporting sexual assault or sexual harassment?

I believe the implementation of appropriate protections against retaliation is a critical and effective tool in helping to eliminate sexual assault and sexual harassment from the ranks, and hold offenders accountable. Such protections serve to codify the Command's and the Department's commitment to caring for victims to the greatest extent possible.

What is your understanding of the “continuum of harm” in the context of sexual harassment and sexual assault and their effects on the readiness of military units?

The "continuum of harm" refers to a command climate where seemingly smaller offenses such as sexist jokes, offensive words, and bullying create an environment in which sexual harassment and sexual assault are easily the next step in the continuum. This type of climate or environment must not be tolerated. Loss of trust, reduced morale, and weakened unit cohesion are the inevitable results of this continuum, which is why conduct across the entire spectrum of harm must be addressed fairly, quickly, and effectively.

What is your view of the role of the chain of command in maintaining a command climate in which sexual harassment and sexual assault are not tolerated?

Leaders across the chain of command play an immensely important role in setting and maintaining a command climate where sexual harassment and sexual assault are not tolerated. Leaders must continually communicate and demonstrate standards to their teams. They must constantly assess the climate, proactively educate and train their teams to be cognizant of sexual harassment and assault indicators, the impacts, and reporting procedures. They must do this to drive improvements in the climate and protect our workforce, whether military or civilian. Maintaining an environment of respect and trust is essential to the health and readiness of our force. In the end, I believe the ultimate role of the chain of command is to take care of their assigned military members, civilians, and families to enable the organization to accomplish its mission without fear of harassment or assault.

How will you ensure that military and civilian leaders in U.S. Northern Command have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual harassment and sexual assault?

If confirmed, I will continually assess the training needs of our leadership team, and I will meet those needs by taking advantage of high-quality training from sources both inside and outside of the Department of Defense. If confirmed, I will delegate all requisite authorities in writing to ensure all subordinate leaders are able to rapidly and effectively respond to sexual harassment and sexual assault allegations, and I will further ensure the Command continues to properly resource both prevention and response efforts. Finally, if confirmed, I will build and retain a coalition of leaders committed to identifying and implementing best practices aimed at eliminating sexual harassment and sexual assault.

Relations with Congress

What are your views on the state of U.S. Northern Command’s relationship with the Senate Armed Services Committee in particular, and with Congress in general?

It is my understanding that U.S. Northern Command (USNORTHCOM) has a longstanding, trusted relationship with the Members and staff of the Senate Armed Services Committee and the Congress and that continues to this day. I am extremely mindful of the Committee’s

Constitutional oversight responsibilities and of the Command's duty to provide accurate and timely information to Congress and the Senate Armed Services Committee on request. If I am confirmed for the position, I will work diligently to maintain these close working relationships with the Senate Armed Services Committee and the rest of the Congress.

If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and U.S. Northern Command?

If confirmed, I will provide Congress with my best military judgment and transparent assessments of the Command's missions and requirements. Open communication between U.S. Northern Command and the Congress – especially the Congressional Defense Committees – is essential. If confirmed, I will meet regularly with Committee Members and staff and comply with all requests for information, testimony, and reports as directed by the Committees. If confirmed, I will also ensure the Command is in strict compliance with all applicable statutes, requirements, and deadlines as directed by the Congress.

Mission of U.S. Northern Command

How do you define the mission of U.S. Northern Command?

As directed by the Unified Command Plan, U.S. Northern Command (USNORTHCOM) is responsible for homeland defense, theater security cooperation within the USNORTHCOM area of responsibility, and defense support of civil authorities.

How does U.S. Northern Command's mission relate to the mission of DHS?

U.S. Northern Command's (USNORTHCOM) number one priority is homeland defense – to detect, deter, and defeat external threats to the United States, and to employ appropriate force to defend the United States should deterrence fail. The DHS homeland security mission ranges from keeping our nation safe and secure from terrorism and other hazards, to securing our borders and cyberspace, and to also serving as the lead Federal agency for disaster response. I believe both missions require close collaboration and consultation between these two organizations. USNORTHCOM also provides military capabilities to DHS in USNORTHCOM's defense support of civil authorities mission. This is in response to natural and man-made disasters, when requested by DHS, and in support of DHS's mission to keep the nation secure.

Are there circumstances in which you would anticipate U.S. Northern Command would have the lead federal role, as opposed to operating in support of another federal agency, in responding to a domestic terrorist incident, a disaster consequence management response, or other national emergency declared by the President?

U.S. Northern Command (USNORTHCOM) typically serves in a support role providing military capability to a lead Federal agency; one designated to lead an overall whole-of-government response to a major incident or disaster. However, there could be an extreme instance such as an ongoing armed terrorist threat or a large weapon of mass destruction (WMD) attack that could require the President of the United States to direct the military to serve as the overall lead in

order to contain the threat. In a situation such as this, USNORTHCOM would have the lead role in the Federal response, and be charged with synchronizing the military response as the supported combatant command.

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

It is my understanding that U.S. Northern Command (USNORTHCOM) has been tasked by the Secretary of Defense as the combatant command responsible for the Defense Critical Infrastructure Program within the USNORTHCOM area of responsibility. In this role, USNORTHCOM works closely with the Intelligence Community and other mission partners to develop a comprehensive plan to protect Department of Defense (DoD) critical infrastructure. Additionally, USNORTHCOM also protects non-DoD critical infrastructure as approved and directed by the Secretary of Defense.

Organization and Authority

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

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?

I view protection of our military personnel, DoD civilians, and their family members as a commander's absolute obligation. If confirmed, I will maintain close contact with the chiefs of the military departments, the Intelligence Community, and law enforcement at all levels to ensure U.S. Northern Command (USNORTHCOM) remains informed, vigilant and prepared to defend the installations and personnel in the Command's area of responsibility. I believe the greatest challenges for force protection will be balancing the need to maintain continuity of operations and access to installations while ensuring the safety of our personnel and their families. Should a threat arise, if confirmed, I will take whatever actions are necessary to defend our personnel and ensure the continuity of USNORTHCOM essential missions.

What actions would you take, if confirmed, to ensure efficiency in the use of funding for force protection and to prevent unnecessary duplication of efforts between U.S. Northern Command, the military services, and the Office of the Assistant Secretary of Defense for Homeland Defense and Global Security?

It is my understanding that U.S. Northern Command requests and provides force protection support, but does not have a role in determining funding responsibilities between the military services and the Office of the Assistant Secretary of Defense for Homeland Defense and Global Security.

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

Forces assigned to U.S. Northern Command (USNORTHCOM) include the headquarters staff, as well as the following four service component commands: U.S. Army North, U.S. Air Forces Northern, U.S. Naval Forces North, and U.S. Marine Forces North. USNORTHCOM is also assigned a Theater Special Operations Command, Special Operations Command North. Alaskan Command and Joint Force Headquarters National Capital Region are regional headquarters assigned to USNORTHCOM. Two subordinate units assigned are Joint Task Force Civil Support and Joint Task Force North.

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

The most recent change in assigned forces to U.S. Northern Command was the activation of Special Operations Command North in 2013. Prior to that, the Command gained operational control of its four Service Component Commands (U.S. Army North, U.S. Naval Forces North, U.S. Air Forces North, and U.S. Marine Forces North), as well as of Alaskan Command, and re-designated Joint Task Force 6 as Joint Task Force North.

NORAD

What is the mission of NORAD?

The North American Aerospace Defense Command conducts the missions of aerospace warning, aerospace control, and maritime warning in defense of North America. Aerospace warning provides detection, validation, and warning of attack against North America, whether by aircraft, missiles, or space vehicles. Aerospace control ensures air sovereignty and air defense of the airspace of the United States and Canada. Maritime warning includes processing, assessing, and dissemination of intelligence and information related to the respective maritime areas and internal waterways of, and the maritime approaches to, the United States and Canada, and warning of maritime threats to, or attacks against North America.

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

Since U.S. Northern Command's establishment in 2002, I understand North American Aerospace Defense Command's (NORAD) mission has evolved to include the maritime warning mission, per the 2006 NORAD Agreement. This mission includes dissemination of intelligence and information, as well as warning of maritime threats or attacks against North America.

How does NORAD's mission relate to U.S. Northern Command's mission? With Operation Noble Eagle?

Together, United States Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD) provide complementary, multi-domain defensive capabilities for the defense of the United States and Canada. Operation NOBLE EAGLE is a long-standing example of a mission that is coordinated and executed in the combined USNORTHCOM and

NORAD Command Center, ensuring any and all airborne threats to North America are detected, identified, and addressed as required in coordination with national, state, and local agencies.

How does NORAD's mission relate to the mission of DHS?

North American Aerospace Defense Command (NORAD) complements the mission of the Department of Homeland Security (DHS) by detecting, deterring, and warning of threats in the aerospace domain for North America. NORAD also develops a common understanding of maritime activities and provides warning of maritime threats. This bi-national sharing of information provides NORAD and DHS with a comprehensive understanding of the operational environment for defense and security of the homeland.

Do you believe that NORAD should continue to have a combined operations and planning staff, and a consolidated command center, with U.S. Northern Command? Why or why not?

I understand the Commander of U.S. Northern Command (USNORTHCOM) is uniquely dual-hatted as the Commander of North American Aerospace Defense Command (NORAD), and that while NORAD and USNORTHCOM's missions are distinct, they are also highly complementary to one another. I believe integration and close collaboration of staffs generally result in overall efficiencies and effectiveness. However, if confirmed, I will review the organizational structure for both commands to ensure maximum mission 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?

The United States and Canada have a bi-national North American Aerospace Defense Command (NORAD) Agreement for cooperation in the defense of North America. I understand the NORAD Commander reports to senior defense leadership in both the United States and Canadian governments, and members of the Canadian armed forces are fully integrated into the NORAD operations and planning staff for air defense of both the United States and Canada. Additionally, the Canadian NORAD Region provides command and control of air defense forces in Canada that support NORAD's aerospace warning and aerospace control missions.

Counter-Drug and Counter-Transnational Organized Crime Efforts

Each year the Department of Defense spends several hundred million dollars to counter the flow of illegal drugs into the United States, yet the availability of drugs on the street has not been significantly reduced.

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

The Department of Defense supports civilian law enforcement partners with military-unique capabilities to help stem the flow of illegal drugs entering into the United States. I believe that

U.S. Northern Command (USNORTHCOM) support for needed capabilities such as detection and monitoring of trafficking routes into the United States, intelligence support to Federal law enforcement, and training and equipping partners in Mexico and The Bahamas, provides valuable and appropriate capability to the whole-of-government counterdrug effort. If confirmed, I will work with international and law enforcement partners to support this important mission.

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

Illegal drugs kill tens of thousands of Americans each year, and transnational criminal organizations (TCOs) are directly responsible for instability and violence that negatively impact regional security. These organizations are a security risk to the United States, and if confirmed, I will ensure that U.S. Northern Command continues its work with law enforcement and international partners on counterdrug and counter-TCO efforts.

What is your assessment of the effectiveness of counter-drug operations within the U.S. Northern Command AOR and along the geographic seam U.S. Northern Command shares with U.S. Southern Command?

I understand that supporting counterdrug operations along the geographic boundary between the U.S. Northern Command (USNORTHCOM) and U.S. Southern Command (USSOUTHCOM) areas of responsibility is a continuous priority for both commands. If confirmed, I will ensure USNORTHCOM continues to support domestic law enforcement agencies and international partners in efforts to counter transnational criminal organizations. If confirmed, I will also make the Command's partnership with USSOUTHCOM a priority to ensure a seamless effort between the two areas of responsibility.

How would you recommend the Department measure the effectiveness of its counter-drug programs in the U.S. Northern Command AOR?

If confirmed, I will carefully assess the support provided to Federal law enforcement counterdrug efforts to ensure those missions meet the requirements of the Command's supported partners and provide effective and efficient use of critical resources.

Use of the National Guard on the Southwest Border

On April 4, 2018, the President announced the use of National Guard troops to augment the border security activities of DHS along the U.S. southwest border. Since then, active duty troops have also been deployed in response to Requests for Assistance from DHS.

What are the missions of the National Guard units and active duty units, as they provide support to DHS and its border patrol mission?

It is my understanding that National Guard and active duty units are providing support to the Department of Homeland Security along the southwest border. Specifically, support is being provided to U.S. Customs and Border Protection, as requested and approved by the Secretary of Defense. Historically, military capabilities have been requested to provide aviation support, logistics support, mobile surveillance camera operators, and crisis response forces.

What is the plan for funding the National Guard and active duty activities in this mission? Will the Department of Defense seek reimbursement from DHS for expenditures in this mission?

For questions regarding the source of funding for National Guard activities, I respectfully defer to the Department of Defense Comptroller.

How does the Department of Defense's assistance to DHS and HHS affect readiness? Are there some types of tasks and missions that are more beneficial to readiness than others? Are there any types of tasks and missions that are harmful to readiness?

It is my understanding that the Title 10 forces providing support to the DHS and the HHS along the southwest border have experienced some readiness reductions at the unit level and below. However, these forces have also gained experience conducting expeditionary deployment operations with U.S. Northern Command's (USNORTHCOM) agency partners that have enabled readiness of individual and small unit tasks. If confirmed, I will work closely with the Joint Staff, Services, and the forces allocated to USNORTHCOM to minimize impact to force readiness while accomplishing the directed mission.

Response to COVID-19 Pandemic

U.S Northern Command has been the lead combatant command supporting other federal agencies and states in their response to the COVID-19 pandemic.

What types of additional capabilities, if any, does U.S. Northern Command need to fulfill its support to civil authorities during the pandemic?

U.S. Northern Command (USNORTHCOM) is committed to the support of civil authorities during this pandemic. I understand the Command currently has sufficient capabilities to execute this important mission; however, if confirmed, I will assess USNORTHCOM's pandemic assistance to determine if additional capabilities are needed.

Has responding to the COVID-19 pandemic impacted readiness, and if so, how?

It is my understanding that the Department of Defense response to the pandemic has had minimal impact on the readiness of U.S. Northern Command to defend the homeland.

What is your understanding of the current COVID-19 testing and quarantine protocols for personnel who are deployed in response to the pandemic? In your view, do these and other force health protection efforts need to be improved?

It is my understanding that proper medical protocols and procedures are in place to ensure that deploying Service members arrive at their deployed location ready to execute their assigned mission, and upon returning from deployment, return to their communities healthy and ready for continued service to our Nation. I believe continual assessment of the COVID-19 threat is necessary to ensure the force remains fully prepared to fulfill U.S. Northern Command's missions during this pandemic.

Security Relationships with Canada and Mexico

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

I believe North American Aerospace Defense Command's (NORAD) status as the only bi-national command in the world speaks to the essential and close-knit relationship between the United States and Canada and the remarkable bond between our militaries. If confirmed, I will take all steps necessary to preserve and expand that vital and long-lasting partnership and to ensure the common defense of our nations remains the absolute priority of NORAD.

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

I understand that the military-to-military relationship between U.S. Northern Command and its Mexican military partners remains exceptionally strong. Mexico is a vital security partner, and if confirmed, I intend to reinforce the importance of strong communication, close collaboration, and cooperative efforts in security for our nations and the region.

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

As the Director of the Joint Staff, I am well aware of the significant challenges presented by transnational criminal organizations (TCOs) based in Mexico. These TCOs are extremely well-financed, ruthless, and adept at exploiting seams and vulnerabilities as they transport illegal drugs, human beings, and other illicit traffic into the United States. If confirmed, I will build on my experiences to further support U.S. Northern Command's law enforcement partners with military-unique capabilities and intelligence assessments to stem the flow of illicit products into the United States.

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

I would defer to the Department of Homeland Security (DHS) for any official assessment of the security situation along the U.S.-Mexico border. I understand U.S. Northern Command (USNORTHCOM) provides military capabilities and personnel in support of the DHS role as the lead Federal agency responsible for border security. I would add, I am aware USNORTHCOM

also actively partners with the Mexican Secretariat of National Defense and the Mexican Secretariat of the Navy leadership. If confirmed, I look forward to working with them to build partner capacity.

Would you characterize U.S. Northern Command's efforts to protect our southern border, specifically Joint Task Force-North's countering of TCOs, as effective?

As I understand it, U.S. Northern Command's efforts to help counter the threat of Transnational Criminal Organizations (TCOs) near the southern border have been effective. If confirmed, I will continue to partner with Federal law enforcement agencies to utilize USNORTHCOM's Joint Task Force-North in the most efficient means possible to continue countering the threat of TCOs.

U.S. Northern Command-State Relations

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

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

It is my understanding that U.S. Northern Command (USNORTHCOM) supports the emergency response efforts of the Federal Emergency Management Agency (FEMA) as the lead Federal agency when requested. This includes conducting detailed planning and follow-on exercises directly with FEMA in support of a wide range of disaster response scenarios. I understand the USNORTHCOM relationship with FEMA has never been stronger, and if confirmed, I commit to ensuring this critical partnership remains as strong as ever.

In your view, do U.S. Northern Command's plans, policies, and programs optimize the Defense Department's consequence management support to civil authorities?

As I understand it, U.S. Northern Command's (USNORTHCOM) integration with the Federal Emergency Management Agency (FEMA) has allowed the evolution of plans, policies, and programs to optimize the Department of Defense's ability to support civil authorities when requested. Through constant close collaboration, integrated exercises, and planning events throughout the year, USNORTHCOM has been able to align its consequence management support to that of FEMA. Additionally, through these repeated engagements, I understand USNORTHCOM has achieved an unprecedented level of agility and responsiveness in its support to FEMA.

If not, and if confirmed, how would you ensure that U.S. 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?

Please see the response to #62 above.

Process for Defense Support to Civil Authorities (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 the Defense Department for operations in support of the states?

As I understand it, the policies and procedures by which states and territories request defense support of civil authorities is nested under the authorities provided by the Stafford Act. Under this Act, governors and emergency management authorities of impacted states request specific capabilities from the lead federal agency that are required to save lives, prevent human suffering, and mitigate damages within their states.

Additionally, it is my understanding the Economy Act also provides authorities the Department of Defense (DoD) can utilize to support a lead Federal agency, in the absence of a disaster declaration. Examples of this scenario are National Special Security Events such as the United Nations General Assembly and the Super Bowl. And finally, the DoD can also respond to a man-made or natural disaster without a directive from the Secretary of Defense under an existing Immediate Response Authority.

If confirmed, what policy or procedural changes would you propose, if any, for the processes for requesting, employing, and determining funding sources for DSCA?

It is my understanding that U.S. Northern Command requests and provides forces in support of its Defense Support of Civil Authorities mission and does not have a role in determining funding sources or options.

Force Provision for U.S. Northern Command

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

As I understand it, U.S. Northern Command (USNORTHCOM) requests force allocation through the same Global Force Management process as the other geographic combatant commands. USNORTHCOM does not have a large number of assigned forces, but through the process of requesting forces, the Command can quickly gain capability through sourcing solutions approved by the Secretary of Defense and in accordance with national priorities.

I believe a combatant commander should constantly assess whether he/she has the right mix of forces assigned or allocated to otherwise meet mission demands. If confirmed, I will exercise constant vigilance to ensure USNORTHCOM has the right force mix to defend the nation.

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

If confirmed, I will utilize the Secretary of Defense's established policies and procedures through the Global Force Management process to request trained and equipped forces in support of U.S. Northern Command (USNORTHCOM) homeland defense and civil support missions. If confirmed, I will also work closely with the Joint Staff to ensure the requirements for training and equipping of those forces are communicated clearly to alleviate any unnecessary burden to the Services in response to a USNORTHCOM request for capability.

If confirmed, how will you monitor the personnel, equipment, and training readiness of U.S. military forces (active and reserve) that are apportioned or assigned for the homeland defense mission-essential tasks in support of U.S. Northern Command's contingency plans and for its DSCA missions?

If confirmed, I will coordinate closely with the joint Service providers and utilize the Defense Readiness Reporting System to ensure U.S. Northern Command's allocated and assigned forces are trained and equipped to conduct the homeland defense mission. If confirmed, I will also work with Service providers before the time of need to ensure timely and flexible responses to requests for defense support of civil authorities.

Civilian Workforce

What role does the U.S. Northern Command civilian workforce play in executing missions effectively and efficiently?

Civil Servants are essential to U.S. Northern Command (USNORTHCOM) and provide critical knowledge, expertise, and experience in support of all Command missions. I understand that civilian employees constitute more than 50% of the USNORTHCOM workforce, providing long-term continuity and experience as a vital part of the combined civilian-military team.

What concerns, if any, do you have regarding the ability of the civilian workforce to support U.S. Northern Command missions? Do you have any suggestions for legislative changes that would add flexibilities for managing the workforce?

I understand the lengthy hiring process presents a challenge across the Department of Defense, but that U.S. Northern Command (USNORTHCOM) has worked hard to reduce undue delays and eliminate gaps in many cases. Given USNORTHCOM's vital missions, any gaps in key civilian billets present a potentially unacceptable risk. I do not have suggestions for legislative changes at this time, but if confirmed, I will work closely with the Committee, appropriate agencies, and hiring authorities to further streamline the hiring process and eliminate undue delays to the greatest extent possible.

Department of Defense-U.S. Northern Command-DHS Relationship

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

As I understand it, the Department of Defense provides military personnel and equipment to the Department of Homeland Security (DHS) when requested, and approved, through an established “request for assistance” process. As the supported geographic combatant command responsible for operations inside the continental United States and Alaska, U.S. Northern Command typically maintains operational control of those forces tasked to support a DHS request for assistance. Such assistance has historically been in support of the Federal Emergency Management Agency during Federal disaster relief efforts.

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

If confirmed, I will emphasize that planning and the ability to rapidly respond when requested is crucial to strengthening the relationship between the Department of Defense (DoD), U.S. Northern Command (USNORTHCOM), and the Department of Homeland Security (DHS). If confirmed, I will also focus on improving unity of effort through routine training with interagency partners, always looking for opportunities to synchronize, coordinate, and develop a shared understanding of the complex environment USNORTHCOM and DHS operate in together.

What do you consider to be the appropriate role for the Department of Defense and U.S. Northern Command vis-a-vis DHS and state authorities in identifying and validating the dual-use equipment and other requirements associated with defense and homeland security missions?

As I understand it, policies regarding dual-use equipment are established by the Office of the Secretary of Defense. Additionally, it is my understanding that as the supported combatant command, U.S. Northern Command is well-positioned to make significant input in validating requirements that inform Department of Defense policy decision-making.

By what process should the Department of Defense define requirements for the armed services to train and equip forces that U.S. Northern Command would use to support civil authorities?

As I understand it, the Department of Defense establishes these requirements in the standing defense support of civil authorities execution order, as well as in Departmental instructions. The Services are then responsible for organizing, training, and equipping the force in support of those validated combatant command requirements.

Relationship with the National Guard

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

As I understand it, General O'Shaughnessy has continued to build upon the relationships and collaborative synergy his predecessors cultivated with National Guard partners at all levels, to include hosting annual election cybersecurity conferences with all 54 state Adjutants General, U.S. Cyber Command, and the Department of Homeland Security in the U.S. Northern Command (USNORTHCOM) headquarters. Additionally, it is my understanding that USNORTHCOM conducts regular consultations and engagements with the National Guard Bureau as well as individual state military headquarters. If confirmed, I will continue to build on the tremendous momentum already established by my predecessors to further relationships with the National Guard in support of national priorities.

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

As I understand it, U.S. Northern Command has deep-rooted relationships across the Department of Defense, Department of Homeland Security, the National Guard Bureau, the interagency, and state and local partners. It is my belief that relationships must be well established prior to the time of need in order to provide the foundation for a timely and effective response. If confirmed, I will continue to strengthen such relationships by supporting integrated planning events, facilitating information cross-flow, and working to develop a common understanding of the challenges facing disaster response operations.

U.S. Northern Command Joint Task Forces

Since the establishment of U.S. Northern Command, several multi-service task forces, such as Joint Task Force-Civil Support and Joint Task Force-North, have been placed under its authority.

What is the current status of the Joint Task Force organizations under U.S. Northern Command authority in terms of mission, organization, planning, personnel allocation, and capability, and have there been any changes in recent years?

As I understand it, U.S. Northern Command (USNORTHCOM) is assigned two standing Joint Task Forces: Joint Task Force North (JTF-N) and Joint Task Force Civil Support (JTF-CS).

I am not aware of any major changes in recent years, although I understand that late last year JTF-N was assigned operational control over southwest border mobile surveillance camera (MSC) sites in support of U.S. Customs and Border Protection. This was to provide a unified, functionally-aligned command and control element for all MSC operations instead of being geographically aligned by sectors under separate leadership elements.

JTF-N, reporting directly to U.S. Army North, performs duties in support of Federal law enforcement agencies working to interdict transnational threats along the southern border of the United States. It is my understanding that JTF-N enables law enforcement agencies to extend their span of reach by providing personnel and material support. In addition, JTF-N's military-to-military relationships with partner nations allow information sharing that enables a more comprehensive response to the challenges posed by potential threats along our borders.

JTF-CS is also directly aligned under U.S. Army North, with a focused mission that provides the Department of Defense (DoD) with a command and control capability for DoD incident management forces. These forces are postured and prepared to respond to chemical, biological, radiological, and nuclear events. I understand JTF-CS also recently supported COVID-19 response operations.

U.S. Special Operations Command, North

On December 31, 2012, the Secretary of Defense established a Theater Special Operations Command to support U.S. Northern Command, known as U.S. 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 U.S. Northern Command area of responsibility" as well as "improve support to interagency counterterrorism operations."

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

I understand Special Operations Command North (SOCNORTH) was established as a subordinate unified command of U.S. Special Operations Command and operates as a Theater Special Operations Command under the operational control of U.S. Northern Command (USNORTHCOM). It's my understanding that SOCNORTH is currently staffed with approximately 120 permanently assigned personnel. As part of a collaborative interagency defense network, SOCNORTH supports homeland defense as USNORTHCOM's lead component for countering terrorism, as well as other missions, including countering weapons of mass destruction and transnational organized crime.

What is your understanding of the current requirements for special operations forces in the U.S. Northern Command AOR?

It is my understanding that prior to the stand-up of Special Operations Command North (SOCNORTH), U.S. Northern Command (USNORTHCOM) did not have the capability to effectively command, control, and integrate special operations forces to deter and defend against asymmetric threats within the USNORTHCOM area of responsibility, if required to do so. The establishment of SOCNORTH provided a command and control structure that enhances support and integration of special operations capabilities with interagency and partner nations for a synchronized effort to defend the homeland.

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

I believe Special Operations Command North (SOCNORTH) plays an important role in support of interagency counterterrorism operations in the U.S. Northern Command (USNORTHCOM) area of responsibility. SOCNORTH helps to build a common understanding of USNORTHCOM’s operating environment and works closely with interagency partners to illuminate threats and support disruption of terrorist networks. I understand SOCNORTH is also USNORTHCOM’s conduit into a global network of special operations, international, and interagency partners, which helps to synchronize operations and disrupt threats before they reach the homeland.

Unmanned Aerial Systems

Routine access to the National Airspace System (NAS) is severely restricted, including along portions of the borders with Canada and Mexico. The Department of Defense, Federal Aviation Administration, and other agencies are currently working to integrate unmanned aerial systems (UAS) into the NAS and have made progress in supporting training flights along the southwest border.

In your view, what, if any limitations are there for full integration of government operated UAS into the NAS?

I believe the processes for the necessary interagency coordination of government-operated Unmanned Aerial Systems (UAS) are well-established and exercised. It is my understanding that such coordination has permitted the speedy operational employment of government UAS in response to hurricanes, wildfires, and other such emergencies.

Future technological developments being championed by the Federal Aviation Administration (FAA) such as UAS Traffic Management and the Next Generation Air Transportation System provide on-ramps for the full integration of both government and commercial UAS into the National Airspace.

If confirmed, how do you intend to support the development of training opportunities for UAS pilots that support readiness and border security?

U.S. Northern Command continues to provide Secretary of Defense-approved military capabilities, including Unmanned Aerial Systems (UAS), to support Department of Homeland Security counter-narcotics operations along the southwest border. This interagency effort enhances border security and increases readiness by providing real-world training opportunities for military UAS operators. If confirmed, I will continue to leverage this mutually beneficial relationship to secure the homeland.

The use of UAS by malign actors is a growing problem on the battlefield and an increasing challenge for homeland defense. In section 1692 of the National Defense Authorization Act for Fiscal Year 2018, Congress expanded the Department of Defense’s

existing authorities to use counter-UAS technology and develop procedures to protect facilities and assets associated with critical mission areas within the United States. The Commander of U.S. Northern Command plays a key role in supporting homeland defense and coordinating with civil authorities in these efforts.

What is your understanding of the threat posed by UAS operated with malign intent to Defense Department facilities and assets in the United States?

It is my understanding that the potential exists for adversaries, criminals, and terrorists to exploit unmanned aerial system (UAS) technology to threaten Department of Defense (DoD) facilities and infrastructure. It is also my understanding that U.S. Northern Command and North American Aerospace Defense Command work with the Services to counter potential UAS threats to DoD facilities. If confirmed, I will make sure the Commands continue to evolve their defenses against UASs that could threaten DoD facilities in the United States.

What is your understanding of U.S. Northern Command's role in the exercise of the authorities granted by section 1692? What actions would you take specifically to ensure the National Capital Region has the ability to detect, and if required defeat, the UAS threat?

It is my understanding that the Secretary of Defense has delegated these authorities to installation commanders in order to protect covered facilities and assets. If confirmed, I will continue efforts for improving the capability of North American Aerospace Defense Command (NORAD) to detect, track, and identify Unmanned Aerial Systems (UAS), and then warn covered installations of small UAS activity so they can execute their counter-UAS authorities, if required.

I understand that NORAD is working closely with its air security partners, primarily the Department of Homeland Security and the Federal Aviation Administration, to pursue data and architecture interoperability, which would allow all parties to have the most accurate and comprehensive air picture in the National Capital Region.

If confirmed, how do you plan to use the authorities outlined in section 130i of Title 10 (section 1692 of the FY18 NDAA) to address the threat posed by UAS to Defense Department facilities?

It is my understanding that Section 130i authority was delegated through Service channels to commanders responsible for protection of covered facilities and assets. For larger Unmanned Aerial Systems (UAS) that are characterized as either a threat or a derelict object, North American Aerospace Defense Command (NORAD) has established procedures in place similar to those used in engaging general aviation aircraft flying in a restricted area or posing a threat to a Department of Defense (DoD) facility. However, I understand that small UAS remain a unique challenge as they are difficult to detect, difficult to engage with current NORAD weapons platforms, and could be used to exploit the seam between air defense and force protection missions.

If confirmed, I will work closely with the Army as the executive agent for counter-UAS, as well as the Joint Counter-UAS Office to ensure DoD facilities are protected from threats posed by UAS.

Chemical, Biological, Radiological, or Nuclear Response Capabilities

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

What is your assessment of the threat to the United States posed by CBRN materials and weapons? Given the proliferation of CBRN capabilities by state and non-state actors, how do you assess this threat will evolve in the coming years?

Potential adversaries have access to a wide range of capabilities and are developing multiple weapon systems specifically designed to hold our homeland at risk. I believe U.S. Northern Command must remain vigilant for this growing threat. If confirmed, I will make every effort to ensure the homeland remains secure and the Command is fully prepared to respond in the event of an attack.

What changes, if any, would you recommend to the Department of Defense's CBRN detection and response capabilities to effectively address the threat?

Since the establishment of the Chemical, Biological, Radiological, and Nuclear (CBRN) Response Enterprise in 2010, there have been significant changes in missions, force structure, capabilities, and the conditions under which it is expected to perform. Over the next year, the Office of the Secretary of Defense will conduct an assessment of domestic CBRN capability. If confirmed, I will support this examination to ensure the U.S. Northern Command has the most effective CBRN force to counter the evolving threat in its mission to defend the homeland.

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

If confirmed, I will utilize the processes and procedures in place across the Department of Defense (DoD), and work closely with the Joint Staff, Services, National Guard Bureau, and states to ensure a military force posture is maintained to provide rapid and effective defense support of civil authorities. If confirmed, I will also continue fostering effective collaborative relationships that result in common understanding of requirements and a synchronized and comprehensive defense support of civil authorities response.

There are a variety of organizations and units intended for CBRN response and consequence management, including Joint Task Force-Civil Support, the Defense Consequence Management Response Force (DCMRF), the U.S. Marine Corps Chemical-Biological Incident Response Force, National Guard Homeland Response Forces, National

Guard CBRNE Enhanced Response Force Package units, and National Guard Weapons of Mass Destruction Civil Support Teams.

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

It is my understanding the CBRN response enterprise is deliberately structured to provide a graduated, scalable, and timely response to any chemical, biological, radiological or nuclear incident. As I understand it, an initial response to an incident would be provided by a responding National Guard capability, typically under the control of a state governor. If the size and scope of the response dictates, follow-on forces would be provided as required with Federal CBRN response units ready to respond within 24 hours following a request of the lead Federal agency.

If confirmed, I will continue to prioritize this vital capability into U.S. Northern Command integrated planning processes and exercises. I see this Title 10 military capability as essential to support any whole-of-government response, and most effectively employed through close collaboration and coordination with state and local officials.

What is your assessment of the ability of the revised DCMRF, as currently constituted, to provide a significant capability to support federal civil authorities in the event of a CBRN incident?

As I understand it, the Defense CBRN Response Force (DCRF) is U.S. Northern Command's Federal CBRN military response force. I am informed the DCRF is composed of 5,200 rapid and highly trained personnel providing ground search and rescue, decontamination, emergency medical triage, treatment and stabilization, and patient evacuation (both air and ground). The DCRF is deployable in two different packages on a 24- and 48-hour timeline. If confirmed, I will assess the current force structure's effectiveness and ability to support Federal civil authorities in the event of a CBRN incident, and I will report back to the Committee if I perceive any significant issues.

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?

As I understand it, the relationship between U.S. Northern Command, states, and the National Guard Bureau as it relates to CBRN response, both planning and coordination, is extremely strong. If confirmed, I will continue to stress the importance of these successful relationships through integrated planning, training, and exercises to increase the already high level of preparedness of CBRN incident response. If confirmed, I will also continue to maximize training opportunities with National Guard, interagency, state, and local authorities to further increase response preparedness.

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

Yes. I believe Federal military forces responding inside the U.S. Northern Command (USNORTHCOM) area of responsibility should be under the operational control of the Commander of USNORTHCOM.

WMD-CSTs and CERFPs

There is now at least one National Guard Weapons of Mass Destruction-Civil Support Team (WMD-CST) in each of the 54 states and territories, and there are 17 National Guard CBRNE Enhanced Response Force Package (CERFP) units. In addition, there are 10 National Guard Homeland Response Forces, one in each FEMA region.

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

As I understand current capabilities and composition, I believe these units are appropriately sized, trained, and equipped to accomplish their assigned missions.

If not, what changes do you believe are needed?

Proposed Response: N/A

Cybersecurity

What is U.S. Northern Command's current role in cybersecurity within its Area of Operations, and how does it relate to the cybersecurity role of DHS?

It is my understanding that U.S. Northern Command (USNORTHCOM) leverages cyber protection teams for defense of cyber incidents or attacks against its critical mission systems, networks, and infrastructure to ensure resiliency for continued operations. USNORTHCOM also partners with the Department of Homeland Security (DHS) as the whole-of-government lead for critical infrastructure protection, and shares cyber situational awareness for protection of the nation's critical infrastructure. If DHS requests Department of Defense support to mitigate the effects from a major cyber incident or attack, I understand USNORTHCOM is prepared to respond in a consequence management role in its assigned area of responsibility. If confirmed, I will work closely with DHS to build on this synergy for defense against cyber threats.

What should be U.S. Northern Command's role in cybersecurity operations?

I understand U.S. Northern Command (USNORTHCOM) defends its critical networks and mission systems from cyber incidents and attacks to maintain the ability to defend the homeland. I also understand USNORTHCOM works closely with U.S. Cyber Command and interagency partners to develop a shared understanding of the cyber terrain for whole-of-government defense

of critical infrastructure. If confirmed, I will continue these partnerships, information sharing, and collaboration in support of homeland defense and cyber protection of the nation's critical infrastructure.

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

As the DoD lead for cyberspace operations, U.S. Cyber Command is a key cyber partner and provides support for execution of U.S. Northern Command (USNORTHCOM) missions. This partnership strengthens USNORTHCOM's cyberspace capabilities, operations, and awareness of impending cyber threats and integrates efforts in support of a full range of global cyberspace operations and defense. If confirmed, I will continue this cohesive partnership to defend against cyber threats that could impact USNORTHCOM's missions.

Western Hemisphere Institute for Security Cooperation

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

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

Yes. I believe WHINSEC promotes the national security interests of the United States in the Western Hemisphere. By cultivating relationships with international military partners, promoting the rule of law, human rights, and inclusion of women and minorities in the democratic process, WHINSEC helps to develop strong and stable regional military partners.

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

It is my understanding the Commander of U.S. Northern Command (USNORTHCOM) plays an important role in providing oversight and guiding curriculum development as a member of the WHINSEC Board of Visitors. If confirmed, I will participate in the annual Board of Visitors meetings and ensure USNORTHCOM remains in close contact with WHINSEC throughout the year to provide oversight and ensure that USNORTHCOM equities and requirements are incorporated in the WHINSEC curriculum.

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

It is my understanding that human rights and the promotion of democratic values are a core element of the WHINSEC curriculum. If confirmed, I will assess the curriculum and ensure it emphasizes human rights in accordance with all statutory and U.S. Northern Command requirements.

Intelligence Sharing

What is U.S. Northern Command's role in developing intelligence assessments regarding terrorist threats? What changes, if any, would you recommend?

It is my understanding that the National Counter Terrorism Center and the Federal Bureau of Investigation are responsible for developing intelligence assessments regarding terrorist threats. Analysts within U.S. Northern Command (USNORTHCOM) are in constant communication with these organizations to ensure the Command is aware of any emerging threats to the homeland, including those that could require Force Protection Condition modifications or increased aerospace or maritime control precautions.

The interaction between USNORTHCOM and the Intelligence Community enables the Command to be properly postured to defend against terrorist threats. To my knowledge, no modification to these relationships is needed at this time.

What intelligence agencies are involved in providing input to U.S. Northern Command's staff for the development of intelligence assessments? In light of the myriad security challenges affecting the NORTHCOM AOR, do you assess these relationships as sufficient to meet NORTHCOM intelligence requirements?

It is my understanding that U.S. Northern Command (USNORTHCOM) has benefitted from extraordinary participation and support from the entire Intelligence Community (IC). This robust support includes a representative from the Director of National Intelligence on the USNORTHCOM staff responsible for ensuring intelligence support requirements are met. I also understand that each of the Combat Support Agencies has personnel assigned to the Command to ensure the agencies' specific capabilities are brought to bear on the Command's most demanding challenges.

Additionally, the Department of Homeland Security has embedded a robust team within the Command to ensure no seams exist between the homeland defense and homeland security mission sets. The Command also invites IC partners to participate in multiple interagency exercises each year to ensure requirements and capabilities are well understood and addressed. I understand these relationships meet the Command's needs while continuing to evolve to meet changing conditions and emerging threats.

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

I understand that U.S. Northern Command (USNORTHCOM) and the National Counter Terrorism Center (NCTC) are close partners and that USNORTHCOM has a full-time liaison officer assigned to NCTC to ensure the Command and NCTC remain in regular contact. I also understand that NCTC analysts and USNORTHCOM watchstanders are in regular and immediate contact regarding potential terrorist threats to the homeland.

Does U.S. Northern Command have representatives located at the NCTC on a daily basis? If so, what are their functions and responsibilities? If not, why not?

I understand that U.S. Northern Command (USNORTHCOM) has an active duty military officer embedded as a full-time liaison to the National Counter Terrorism Center (NCTC). This liaison is responsible for communicating USNORTHCOM's intelligence requirements in support of the Command's missions, conveying NCTC assessments, warnings, and alerts to USNORTHCOM, and coordinating with the NCTC and other intelligence community partners to ensure the timely and accurate delivery of relevant intelligence to USNORTHCOM.

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

I understand that U.S. Northern Command (USNORTHCOM) is committed to complying with all applicable laws, privacy restrictions, regulations, and policies including the *Posse Comitatus* Act. If confirmed, I will ensure that USNORTHCOM continues to conduct its homeland defense mission while strictly adhering to all legal and regulatory requirements.

Missile Defense

One of U.S. Northern Command's missions is to defend the United States against the threat of limited ballistic missile attack from nations such as North Korea and Iran.

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

Yes. I believe our nation's Ballistic Missile Defense System must remain operationally effective with the capabilities necessary to keep pace with the evolving threat posed by rogue states such as North Korea and Iran. If confirmed, I will work closely with the Missile Defense Agency and the Services to ensure that system sustainment and testing provide U.S. Northern Command with the capabilities required to execute its ballistic missile defense mission.

Do you believe that it is important to conduct operationally realistic flight tests to demonstrate the operational capability and reliability of the Ground-based Midcourse Defense (GMD) system?

Yes. I believe operationally realistic flight tests provide valuable information to inform successful deployment of capabilities and build confidence in the system for the warfighter. If confirmed, I will work closely with the Missile Defense Agency throughout their flight test program to ensure the capabilities for the Ground-based Midcourse Defense system meet warfighter requirements.

Do you support the current plan for modernizing the GMD system, which anticipates the deployment of a Next Generation Interceptor in about a decade?

Yes, I support the Missile Defense Agency's (MDA) plan to develop and deploy the Next Generation Interceptor (NGI). I understand it will provide U.S. Northern Command with increased capability and capacity against ballistic missile threats from rogue nations such as North Korea and Iran. Modernizing the aging Ground-Based Interceptor fleet will provide a reliable and capable interceptor to continue to defend the homeland. If confirmed, I will work closely with MDA to deliver the NGI capability.

In your view, what should we be doing to improve protection of the homeland from North Korean ballistic missiles in the interim?

U.S. Northern Command can defend the homeland against the current North Korean ballistic missile threat. If confirmed, one of my top priorities will be to work closely with the Missile Defense Agency to evaluate current and emerging technology that enhances missile defense capabilities to continue to keep pace with emerging threats in defense of the homeland.

Do you support the policy – reiterated by the 2019 Missile Defense Review – that the United States should continue to rely on nuclear deterrence to defend against large-scale missile attack from Russia and China? With that in mind, do you believe the United States should develop the capability to defend the U.S. homeland against hypersonic glide vehicles?

I believe the threat of large-scale missile attacks from Russia and China can be effectively addressed through strategic deterrence. With respect to hypersonic weapons, I believe the United States should invest in science and technology research programs – to include a space sensor layer – in order to address this emerging threat.

What is your assessment of the importance of a space-based sensor capability to support homeland missile defense?

I support the development of a space-based sensor layer to complement current and planned terrestrial-based sensor architecture. As adversaries' missile threat capabilities evolve, I believe we must have the ability to continuously track and discriminate every threat from the time of launch through intercept. A space-based sensor layer could provide near-global coverage, tracking, and discrimination for a wide spectrum of missile threats.

Cruise Missile Defense

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

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?

The cruise missile capabilities of our adversaries continue to increase and become more challenging to detect and defeat. If confirmed, cruise missile defense will be a top priority and I

will advocate for systems capable of detecting and defeating cruise missile threats to keep pace with these challenges.

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

I understand North American Aerospace Defense Command is working closely with mission partners to improve and modernize both air defense systems and domain awareness sensor coverage of the northernmost region of North America, as well as integration of the command and control of these capabilities. If confirmed, I will continue to make development of these capabilities a priority. We must be able to defend North America against the cruise missile threat.

Continental Air Defense – NORAD

How has the continental air defense mission changed or evolved with the advent of a resurgent Russia, rising China, and an ongoing terrorist threat?

Though the terrorist threat still remains, I believe near-peer competitors seek to exploit perceived vulnerabilities and to erode the United States' strategic advantage. Russia and China have changed global strategic dynamics by fielding long-range weapons which allow them to strike North America from well outside of North American Aerospace Defense Command (NORAD) radar coverage. They are also engaging in increasingly aggressive efforts to expand their global presence and influence, including in the approaches to the United States and Canada.

It is my understanding that U.S. Northern Command and NORAD work closely with other Department of Defense, interagency, and international partners for close integration and positioning for quick, decisive action to protect interests and preserve the ability to project all elements of our national power. If confirmed, I will continue to foster these close partnerships.

Do you believe that current U.S. air defense capabilities are adequate to meet national security needs with respect to great power competition?

The diverse threats arrayed against the United States and Canada challenge our nations' air defenses in a number of domains and along multiple avenues of approach. I am well aware U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD) work around the clock to monitor these approaches and are ready to respond at a moment's notice should adversaries choose to challenge these defenses. I believe USNORTHCOM and NORAD can meet any challenge and defeat any adversary.

In your view, what are the key modernization priorities for NORAD's early-warning radar systems and other air defense capabilities?

I understand our adversaries continue to advance capabilities with increasing ranges, speed, and maneuverability. I believe North American Aerospace Defense Command's (NORAD) air and missile warning systems must outpace our adversaries' advancing capabilities by providing detection and warning at ranges that allow an appropriate response. It is my understanding

NORAD is working on modernization efforts to ensure future systems outpace adversary capabilities. If confirmed, I will continue to strongly advocate for modernization improvements to ensure we maintain both a strategic and tactical advantage.

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

If confirmed, I will assess the capabilities and programs North American Aerospace Defense Command uses for its aerospace warning and aerospace control missions and determine if there are any deficiencies in executing these missions. If confirmed, I will approach resolution as a bi-national challenge that will require partnership between both the Department of Defense and the Department of National Defence to advance efforts for defense of North America.

Integrated Tactical Warning and Attack Assessment (ITWAA) System

The ITWAA system is a set of dual phenomenology sensor systems for which U.S. Strategic Command, U.S. Space Command, and U.S. Northern Command have shared responsibility. The Air Force is the title 10 service that manages the material performance and acquisition of the system. Recent advances in non-ITWAA certified sensor systems have made major progress in the discrimination of threats to the homeland, but their integration into the overall threat management decision process is still undergoing review.

What is your assessment of the management of the ITWAA system and the integration of non-ITWAA sensors?

I understand North American Aerospace Defense Command (NORAD) works closely with U.S. Space Command (USSPACECOM) and shares ITW/AA Command & Control functional management responsibility. For integration of non-ITW/AA sensors such as ballistic missile defense sensors, I understand NORAD, USSPACECOM, and the U.S. Space Force are making progress. I believe the integration of non-ITW/AA sensors is essential to improving discrimination of threats to the United States and Canada. If confirmed, I look forward to continuing these efforts to provide critical ITW/AA capabilities.

If confirmed, how will you ensure that the ITWAA system is sustained and modernized in order to perform its critical function?

I understand North American Aerospace Defense Command (NORAD), U.S. Space Command, U.S. Space Force, and the Air Force Life Cycle Management Center work closely to provide required ITW/AA system capabilities. If confirmed, I will continue these strong relationships and focus on modernization of current systems to maximize capabilities available to the warfighter.

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 is your assessment of the ability of NORAD and U.S. Northern Command to fulfill these missions?

It is my understanding that the North American Aerospace Defense Command (NORAD) maritime warning mission relies upon, and contributes to maritime domain awareness for a comprehensive shared understanding of the operational maritime environment and characterization of any associated threats against North America. I believe NORAD and U.S. Northern Command (USNORTHCOM) are fully capable of fulfilling this mission due in large part to the Commands' ability to assess a broad spectrum of maritime intelligence and information from the United States, Canada, and allied sources and provide a unique bi-national perspective to maritime partners. If confirmed, I will ensure NORAD and USNORTHCOM continue to participate in information sharing networks and maintain close collaboration with mission partners to support development of maritime domain awareness.

Arctic Region Mission

The 2011 Unified Command Plan realigned the boundaries of combatant command AORs in the Arctic region. U.S. Northern Command's AOR now includes the Bering Strait and the North Pole. U.S. Northern Command was also tasked to become the Department of Defense's advocate for Arctic capabilities.

If confirmed, what specific programs, if any, will you put in place to identify and develop capabilities to protect and defend U.S. sovereignty and interests in the Arctic region?

Based on my current understanding of Arctic requirements and capabilities, one of my first actions, if confirmed, will be to make a thorough assessment of U.S. Northern Command's Arctic requirements and any associated gaps or shortfalls that would impede meeting those requirements. I believe it is imperative the Command have the ability to operate, communicate, and maintain domain awareness in the Arctic. If confirmed, I will take all necessary measures to eliminate impediments to the Command's ability to do so. If confirmed, I will also work closely with the other combatant commands—especially U.S. European Command and U.S. Indo-Pacific Command—to advocate for their respective Arctic requirements for seamless operations in the Arctic.

If confirmed, by what process will you identify requirements for support from other government agencies, such as the U.S. Coast Guard, in fulfilling requirements for the Arctic region?

It is my understanding that U.S. Northern Command (USNORTHCOM) has established relationships and forums to facilitate open lines of communication between Arctic stakeholders regarding requirements for operating in the region. For example, I am aware of the value and utility of the USNORTHCOM-led Arctic Capabilities Advocacy Working Group (ACAWG), which is chaired by the USNORTHCOM Commander and provides an interagency forum through which Arctic requirements are communicated. If confirmed, I will also work closely with the Commandant of the U.S. Coast Guard (USCG) to ensure USNORTHCOM and the

USCG continue to successfully provide mutual support of U.S. homeland defense and homeland security requirements in the high north.

What changes, if any, are necessary for the U.S. to implement the June 2019 DoD Arctic Strategy? Does the U.S. currently have the appropriate capabilities and assets to meet its goals in the Arctic?

I understand both U.S. Northern Command (USNORTHCOM) and the North American Aerospace Defense Command (NORAD) worked closely with the Office of the Secretary of Defense to develop the Department of Defense Arctic Strategy, and I believe the Strategy appropriately emphasizes and prioritizes homeland defense in this critically important region.

If confirmed, I will continually assess the commands' capabilities and assets necessary to meet their strategic goals in the Arctic and take actions necessary to identify, recommend and field any needed capabilities. I understand both USNORTHCOM and NORAD are building capability and capacity to operate in the Arctic, across all domains, and against any adversary. If confirmed, I will continue this emphasis in order to ensure the two commands stand ready to outpace any threat in the region.

Law of the Sea Convention

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

Yes. I believe accession to the Law of the Sea Convention would ensure the United States' best interests are represented during international negotiations regarding territorial disputes and challenges to longstanding maritime customs and practices. This participation will become increasingly important as countries like China seek to modify those norms to accommodate their expansionist ambitions.

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

Yes. I believe accession to the Law of the Sea Convention would improve the United States' ability to advocate for its interests during a period in which adversaries like China are seeking to gain a foothold in the Arctic. The United States is the only Arctic nation that has not signed onto the treaty, allowing revisionist powers China and Russia to exploit that absence in key diplomatic forums in order to advance their own interests.

Congressional Oversight

In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, and when asked before this committee, its subcommittees, or other appropriate committees of Congress to give your personal views, even if those views differ from the position of the Administration? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer with a simple yes or no.

Yes

Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or

contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer with a simple yes or no.

Yes