

HOUSE ARMED SERVICES COMMITTEE

STATEMENT OF  
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COMMANDER  
UNITED STATES NORTHERN COMMAND  
AND  
NORTH AMERICAN AEROSPACE DEFENSE COMMAND  
BEFORE THE  
HOUSE ARMED SERVICES COMMITTEE  
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Chairman McKeon, Congressman Smith, distinguished members of the committee, I appreciate this opportunity to report on the posture of U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD). The men and women of USNORTHCOM and NORAD are dedicated to defending the United States and Canadian homelands. We accept the obligation to defend the homelands as the most fundamental and enduring of our responsibilities. Consistent with the Department of Defense's *Sustaining U.S. Global Leadership: Priorities for 21<sup>st</sup> Century Defense*, January 2012, as directed by the President, our nations depend on the might of our militaries and the security of our homeland to project and sustain military power, ensure our economic vitality, and safeguard our people and their will. This source of strength and resiliency must be carefully guarded. As we rebalance our military to deal with the challenges of the 21<sup>st</sup> century, we recognize that the security of our citizens cannot be compromised. Earning and keeping the trust of the American people drives our motto, "We have the watch."

I am honored to lead this exceptional command team made up of 1,725 full-time U.S. military and DoD civilians assigned to the command's headquarters, including nearly 80 National Guardsmen from 33 states, augmented by an additional 237 part-time Reserve Component personnel. In addition, 114 Canadian military members are fully integrated into our NORAD headquarters and two Mexican liaison officers work alongside our USNORTHCOM staff. Rounding out our team are representatives from over 60 federal mission partner organizations.

USNORTHCOM and NORAD are two separate commands that are inextricably linked. Neither command is subordinate to, nor a part of the other, but most elements of our

headquarters staffs are combined and we all work very closely together. We hold the missions of USNORTHCOM and NORAD as a sacred trust.

- **USNORTHCOM Mission:** United States Northern Command partners to conduct homeland defense, civil support, and security cooperation to defend and secure the United States and its interests.
- **NORAD Mission:** North American Aerospace Defense Command conducts aerospace warning, aerospace control, and maritime warning in the defense of North America.

Our commands' missions are not only complementary, they are also inseparable, as the missions of aerospace warning and control, maritime warning, homeland defense, and civil support are more aligned than ever. To ensure that USNORTHCOM and NORAD are strong and ready, we balance the day-to-day missions and operational concerns of the two commands with planning and preparing for an uncertain future. In support of these goals, these are my priorities:

- **Expand and strengthen our trusted partnerships**—The strength of USNORTHCOM and NORAD is found in the partnerships that we create and sustain across joint, interagency, and multinational organizations. Accordingly, in the months ahead, we will continue our efforts to integrate across and develop trust among capable mission partners.
- **Advance and sustain the binational military command**—Over the last half-century, NORAD has been a mechanism for collaboration between the United States and Canada in the interest of security. As we look ahead to the next half-century of this partnership, NORAD will remain a model for international cooperation in defense planning, execution, training, information management, and technological innovation.

- **Gain and maintain all-domain situational awareness**—Ensuring global reach and projection is a function of a secure homeland. Our global reach is being challenged by both symmetric and asymmetric threats in and across space, cyberspace, land, sea, and air. Combining appropriate whole-of-government and whole-of-society efforts, we will keep our homelands safe by giving priority to technologies and collaborative interagency processes for anti-access/area denial against potential adversaries, including those who attack from the inside.
- **Advocate and develop capabilities in our core mission areas to outpace threats**—There is no doubt that both long-understood threats and future asymmetric threats will look to exploit seams and vulnerabilities in our technologies and procedures. As Commander of USNORTHCOM and NORAD, I help mission partners advocate for capabilities to close any seams, mitigate any vulnerabilities, and enhance security to meet the evolving challenges of an interconnected world.
- **Take care of people; they are our foundation**—We will always remember that the success of USNORTHCOM and NORAD is due to the professionalism, commitment, and tireless service of our people. As we do our part during the next few years to reset the force in the drawdown from two wars, we will do everything we can to ensure our men and women in uniform have the tools they need to keep our nations safe and free.

With these priorities as our focus, we will continue to improve our homeland defense, civil support, and security cooperation capabilities. It is my privilege today to report on the actions we are taking in each of these mission areas.

## **Homeland Defense—A Sacred Trust**

North America faces an ever-changing world that presents many challenges. Violent extremists, proliferation of weapons of mass destruction, rogue states, traditional competitor states, transnational criminal organizations (TCOs), insecurity in various domains, economic distress, and the effects of climate change continually reshape our strategic environment. Each of these challenges poses a potential threat to the United States, Canada, and our regional partners, and each is pertinent to the missions of USNORTHCOM and NORAD. Continued successful defense and security of the continent require flexible, multi-domain, whole-of-government, multinational, and combined arms approaches from our commands.

As such, the commands are integral parts of an active, layered defense of the homelands. We work closely with our interagency, private sector, and international mission partners to sustain continuous situational awareness and readiness to deter, prevent, and defeat a range of threats in all domains when directed at our homelands across the spectrum of missions assigned to the commands.

**Missile Defense.** The American people have a deservedly high expectation of success in our homeland defense efforts. Every nation should pursue the right to protect its population and critical infrastructure from the terror of ballistic missiles. Accordingly, no homeland task is more important than protecting the United States from a limited ICBM attack. USNORTHCOM is responsible for directing missile defense operations to protect the homeland from hostile acts while assisting the Missile Defense Agency in developing improved capability. We work to balance development, testing, training, and daily readiness for this complex mission. Indicative of the success of the Total Force concept, the Army National Guard provides all of the manning (over 300 people) at our Ground-Based Interceptor (GBI) sites in support of missile defense. It

is due to the professionalism of these dedicated warriors, coupled with the current capability of the Ballistic Missile Defense System (BMDS), that I am confident of USNORTHCOM's ability to successfully defend the homeland from the current set of limited long-range ballistic missile threats. However, because of the uncertainty of threat intentions and capabilities, we must remain vigilant and continue to develop, refine, and adapt the system.

The Ground-Based Midcourse Defense (GMD) system, which is part of the BMDS, was fielded using a spiral development acquisition approach and, as system updates are delivered and new elements added to the architecture, we continue to assess and refine our operational procedures to maximize the effectiveness of the GMD system. As the nation develops and fields more robust regional BMDS capabilities using the Phased Adaptive Approach, we will reevaluate our procedures and adjust if needed to ensure synchronization of the entire missile defense enterprise. The GMD system stands ready to defend against limited ballistic missile threats to the homeland; however, we are continually monitoring the development and progress of regional ballistic missile programs to ensure we stay ahead of any advances in threat capability. We must not allow regional actors, such as North Korea, to hold U.S. policy hostage by making our citizens vulnerable to a nuclear ICBM attack. I cannot overemphasize the importance of executing a robust testing program to validate current and future capabilities that comprise the GMD system. I strongly support the Missile Defense Agency's test cadence of conducting at least one GMD flight test annually. We are making great strides to improve system capability in partnership with the Missile Defense Agency. The Missile Defense Agency completed major construction on Missile Field 2 at Fort Greely, Alaska, this past year. This new missile field will provide important flexibility to increase capability in the future, if needed. The Missile Defense Agency is fielding new kill vehicle software this fiscal year, which will improve

not only the accuracy, but also the reliability of our GBI fleet. The Missile Defense Agency will soon test the fix for the problem that caused the failure of the last GMD flight test and is well on its way to return to flight testing and production of an improved kill vehicle.

In addition, we must be better prepared to respond to threats that give us little to no advance warning, which places a tremendous burden on the low-density, high-demand sensors we have available today to detect these threats and places a greater emphasis on our requirements for tracking through all phases of flight. This requires pursuing future sensor capability, such as the space-based Precision Tracking Space System, ensuring we have the highest level of GMD for the homeland.

**Aerospace Control Alert.** Our nation continues to face threats from the air because our adversaries still view aircraft as potent weapons and a means to covertly gain access to our homeland. As a nation, with all our partners, we have made it hard for air attacks to be successful and we must continue to do so by improving our air domain awareness and addressing gaps.

An effective air defense and a strong air sovereignty capability are critical components of homeland defense. Since the 9/11 attacks, NORAD has defended the airspace of the United States and Canada through airspace surveillance, a ready alert force, air patrols, and the National Capital Region Integrated Air Defense System. This mission was previously known as Air Sovereignty Alert. In 2011, we expanded the term to Aerospace Control Alert because it captures the totality of this mission, which includes the air defense mission, as well as the air sovereignty mission.

For the air defense mission, armed fighters are positioned across the United States and Canada on alert to intercept and identify suspect aircraft, which allows NORAD to be postured to

defend against strategic airborne threats to the United States and Canada. Thanks to our Total Force partners, the Air National Guard provides the majority of NORAD's operational force for Aerospace Control Alert missions, while the Army National Guard provides ground-based air defense capabilities protecting our nation's capital.

Providing our National Guard partners with capable equipment is key to Aerospace Control Alert, which requires the modernization of NORAD airframes. Legacy fighters are aging, but will be able to perform their mission through the 2013-2025 time frame. However, recapitalizing our fighter, tanker, and airborne early warning aircraft will remain a requirement. Another capability we are actively pursuing is our ability to respond to low, slow airborne threats. We have submitted this capability into the joint requirements process and have begun work on an Analysis of Alternatives. Based on our initial timelines, we anticipate having a way ahead by late summer.

The second part of the Aerospace Control Alert mission is air sovereignty operations. NORAD safeguards the sovereign airspace of the United States and Canada by responding to unknown, unwanted, and unauthorized air activity approaching or operating within either country's airspace. NORAD conducts Northern Sovereignty Operations to detect and respond to long-range aviation conducted by the Russian military in the vicinity of U.S. and Canadian airspace. This includes monitoring all northern approaches to U.S. and Canadian airspace and identifying all aircraft approaching it. In addition, we remain vigilant and ready to conduct Southern Sovereignty Operations in the event that North American air sovereignty is challenged by foreign aircraft operating in the southern portion of our area of operations.

After the fall of the Soviet Union, Russia conducted military long-range aviation flights on a very limited basis; however, in the summer of 2007, Russian officials publicly announced their

intent to resume a more robust schedule of long-range aviation activity. Since then, Russian bomber aircraft have conducted northern patrols and training activities on a regular basis. These flights are flown both northwest of Russia, prompting responses from European nations, and northeast of Russia approaching the United States and Canada. These flights routinely enter the U.S. and/or Canadian Air Defense Identification Zones.

If Russian aircraft have not provided prior notice via a flight plan, or do not respond to air traffic control instructions, they are detected and labeled as unknown aircraft. It is the responsibility of NORAD to respond appropriately to any unknown aircraft. Our actions demonstrate not just to Russia, but to all, our capability and intention to defend North American air sovereignty.

This does not mean we view Russia as an enemy. In fact, in an effort to increase cooperation with the Russian military, NORAD and the Russian Federation Air Force conducted the second VIGILANT EAGLE exercise in August 2011, where each side practiced tracking, intercepting, and passing control for monitoring and escorting a live-fly, simulated hijacked aircraft into the other's airspace. The benefits we realize from this type of exercise are invaluable as they are by nature complicated and require high levels of synchronization between NORAD and the Russian Federation Air Force. As a result, this process by itself opens up new avenues for discussion and cooperation, establishes long-term contacts, and fosters better understanding among our governments, and especially among our militaries. These open lines of communication help our respective militaries avoid misunderstandings that could result in heightened tensions and unintended consequences.

VIGILANT EAGLE is a symbol of what can be achieved using an incremental, stepping-stone process—each event building on the success of the prior year’s effort—which we hope over time will lead to even greater levels of openness and cooperation among our nations.

**Maritime Domain.** While most American and Canadian citizens are familiar with our air defense capabilities, our less-publicized maritime operations remain a strong deterrent capability for our nations. USNORTHCOM and NORAD partner with geographic combatant commanders, U.S. and Canadian Government agencies, allied nations, and the commercial/private sector to maximize maritime warning and maritime domain awareness for North America through information sharing, plan development, and cooperative training. Sixteen stakeholders now contribute to the common operating picture with NORAD, to include the U.S. Coast Guard, the other combatant commands, Fleet Forces Command, and Canada Command. NORAD processes, assesses, and disseminates intelligence and information related to the respective maritime areas and internal waterways of, and the maritime approaches to, the United States and Canada. We leverage maritime domain awareness to develop a comprehensive shared understanding of the maritime operating environment and to issue binational warnings of maritime threats or attacks against North America.

As we look to the future, USNORTHCOM and NORAD continue to refine and report requirements, efficiencies, and deficiencies to the Joint Staff and via the annual Maritime Domain Awareness Plan submission to the Secretary of the Navy in his capacity as DOD Executive Agent for Maritime Domain Awareness.

**Cyber Events.** Cyber security is a growing critical mission. Since USNORTHCOM and NORAD rely on data systems, the Internet, and inter-networked commercial and military infrastructure, cyber attacks pose potentially grave risks to our ability to accomplish our

missions. To improve our capability to fight in a degraded cyber environment, we are working within the DOD to establish responsive policies, authorities, and technologies and to develop a skilled cyber workforce to enhance mission assurance and resiliency.

Outside of the DOD, the Department of Homeland Security (DHS), in partnership with other Federal Departments and Agencies; State, local, tribal and territorial governments; the private sector; and international partners, is improving its capability for a fully-coordinated response to a significant cyber incident to minimize impact, restore operations, and reduce the risk of a future occurrence. Given that much of the critical infrastructure that the DOD and civil authorities use is owned by the private sector, the continued development of these partnerships, information sharing, and advancement of defensive measures is an imperative. Therefore, USNORTHCOM continues its good relationships with DHS and U.S. Cyber Command to coordinate and collaborate on cyber situational awareness, and to effectively provide “response and recovery” support to civil authorities when requested in the event of a serious domestic cyber attack with second- and third-order physical effects.

**Anti-Terrorism and Force Protection.** Fundamental to homeland defense is the protection of our service members to ensure full mission capability. In executing our Force Protection mission, USNORTHCOM continues to improve information sharing with our interagency partners and to streamline reporting within the DOD to proactively detect emerging threats directed against our nation, our military personnel, and our critical capabilities. The Intelligence Community and other interagency representatives in USNORTHCOM, including Federal and Service law enforcement investigative agencies, meet on a daily basis with USNORTHCOM Anti-Terrorism and Force Protection experts to examine threat information and to implement mitigation measures to achieve the best possible protective posture in the most

economical way. USNORTHCOM also participates in the Fort Hood Senior Steering Group and attendant sub-working groups to conduct a comprehensive review of lessons learned, and to implement processes and procedures that facilitate synchronization of our defensive strategy to warn against and mitigate threats across geographic regions, jurisdictions, and operational chains of command. We have had significant success in this area and our partnership with the Federal Bureau of Investigation in this endeavor is a model for interagency coordination.

### **Civil Support—Responding to our Nation’s Needs**

USNORTHCOM stands ready to support primary agencies in responding quickly to natural and manmade disasters and to the effects of terrorist attacks. The DOD has a long history of supporting civil authorities with specialized skills, capabilities, and capacities that can rapidly stabilize and improve the situation in the wake of catastrophic events. All requested DOD support is provided at the direction of the President or Secretary of Defense and in accordance with the National Response Framework and applicable laws, including the Stafford Act and the Economy Act.

In coordination with our DOD and interagency partners, USNORTHCOM has made significant improvements in Defense Support of Civil Authorities (DSCA) and, therefore, our ability to respond quickly and more effectively to manmade or natural disasters. These improvements include: (1) implementation of a Dual-Status Commander Concept of Operations through which we are able to achieve greater unity of effort between Federal and State military forces during contingencies; and (2) implementation of a new Chemical, Biological, Radiological, and Nuclear (CBRN) Response Enterprise that is able to deliver more lifesaving capability faster than ever before.

In accordance with the Joint Action Plan, which was a collaborative effort of designated representatives of the Council of Governors, the DOD, the DHS, and the Federal Emergency Management Agency (FEMA), USNORTHCOM led the development and implementation of the Dual-Status Commander Concept of Operations. This has allowed the DOD and the State governors to jointly pre-identify, train, and certify senior military officers to perform simultaneously as commanders of both National Guard forces in State status and Federal military forces in Title 10 status. Prior to Hurricane Irene in 2011, the DOD employed Dual-Status Commanders only for selected pre-planned events. Now that all States have designated Dual-Status Commanders, this joint initiative postures the DOD and the States to employ these officers for short- or no-notice events such as earthquakes, hurricanes, or other natural disasters.

**Reserve Mobilization Authority.** Since access to trained forces is vital to successful civil support operations, we appreciate the Committee's action to include a provision in the National Defense Authorization Act for Fiscal 2012, supported by the Council of Governors, to authorize the Secretary of Defense to order Army, Air Force, Navy, and the Marine Corps Reserves involuntarily to active duty for a major disaster or emergency. This new authority makes the significant capabilities of the Army Reserve, Air Force Reserve, Navy Reserve, and Marine Corps Reserve forces all available to assist civil authorities in responses to major disasters and emergencies, thus enabling a truly Total Force approach to DOD disaster response.

**Chemical, Biological, Radiological, and Nuclear Response.** As an important subset of DSCA, managing the aftermath of a CBRN event will be exceptionally challenging due to the potential scope of the event, the specialized skills and equipment required to respond, and a general lack of knowledge among our nation's population of the hazards associated with such

events. USNORTHCOM has a key leadership role in ensuring that our Government is prepared to succeed in this important mission area.

Over the past 18 months, the DOD has taken significant steps to improve its ability to support civil authorities in responding to catastrophic incidents in major metropolitan areas, particularly weapons of mass destruction attacks and major industrial accidents. The CBRN Response Enterprise includes National Guard, Reserve, and Active Component forces prepared to rapidly respond to a CBRN incident within the homeland. Having already achieved initial operational capability, the CBRN Response Enterprise will reach full operational capability on 1 October 2012 with over 18,000 Active Component, Reserve Component, and National Guard service members dedicated to this vital mission. These forces are focused on lifesaving and are trained and equipped to provide critical search and rescue, decontamination, emergency medical care, and medical evacuation in support of the Primary Federal Agency, the affected regions and States, and local incident commanders. Ever vigilant, these forces maintain a graduated response posture and are prepared to deploy within hours after an incident in order to save lives and minimize human suffering within the critical first 72 hours.

**Hurricane Response Operations.** We continue to stand ready to provide robust military support during hurricane response operations. We have incorporated lessons learned into our operational planning, and we have conducted rigorous exercises to hone our capabilities. These activities ensured that we were prepared, in August 2011, when USNORTHCOM coordinated support to the FEMA, State and local response efforts throughout the Hurricane Irene experience. In anticipation of the storm, the command quickly deployed nine of our ten Defense Coordinating Elements, each led by a Defense Coordinating Officer, to join with FEMA Incident Management Teams across the northeastern United States. In all, more than 6,500 active duty

service members were ready to assist States affected by Hurricane Irene. In New Jersey, nearly 100 troops provided command and control for military forces supporting efforts in the northeast.

Hurricane Irene response activities marked the first time that Dual-Status Commanders were in position for an unplanned event to provide command and control over both active duty and Reserve Component (National Guard and Army Reserve) forces. Indicative of the success of the program and continuing collaboration between USNORTHCOM and the States, Dual-Status Commanders for the response missions were appointed in New Hampshire, New York, North Carolina, and Rhode Island.

**National Security Implications from Arctic Change.** The progressive opening of the Arctic represents both challenges and opportunities. Climate change in the Arctic is impacting the land and seascape, creating opportunity for increased human activity and presenting a new set of regional vulnerabilities and potential resource competitions. Emerging Arctic challenges require deliberate preparation to ensure economic access and freedom of maneuver, and to prevent irresponsible actions. As the Arctic opens, there will be a marked increase in human activity in a push for resources (e.g., fish, diamonds, natural gas) and eco-tourism. Special capabilities will be required to operate successfully in the Arctic. For instance, icebreakers are an essential capability for the United States to exercise our responsibilities. I believe the nation should continue to exercise freedom of navigation to assure access to this new dimension of the maritime domain.

Regardless, the Arctic will remain an austere and formidable environment that requires unique capabilities and skills. We are looking ahead at how best to fulfill our responsibilities for DOD military operations within the Arctic portion of our area of responsibility to advocate for DOD capabilities in the Arctic region.

As Arctic nations, the United States and Canada have broad and fundamental interests in the Arctic region where we seek to sustain our national security equities, protect the environment, manage resources responsibly, advance the social and economic development of indigenous communities, support scientific research, and strengthen international cooperation. In support of these interests, NORAD, USNORTHCOM, and Canada Command are working toward a Tri-Command Framework for Arctic Cooperation, which synchronizes planning, operations, domain awareness, information sharing, exercises, and capability development among the commands in the Arctic region.

In addition to our partnership with Canada, USNORTHCOM is also committed to developing “whole-of-nation” solutions to Arctic challenges through collaboration with our DOD, interagency, and industry partners to address gaps in Arctic communications, domain awareness, mass rescue, disaster response, and weather forecasting capabilities.

Later this month, USNORTHCOM will host an Arctic Collaborative Workshop at the National Defense University in conjunction with these partners to validate our near-term operating concepts and capability development. The Workshop will also inform our series of exercises to be conducted in the Arctic this summer. Lessons learned from these events will drive our Theater Campaign Plan’s evolution to better support our partners in promoting security, safety, stability, and economic growth in the region.

The foundation of our future success in the Arctic must be built upon the 1982 Convention on the Law of the Sea, the seminal agreement that provides the international legal framework for use of the world’s seas and oceans, including the Arctic Ocean. I believe that joining the Convention would protect and advance a broad range of U.S. interests, including navigational mobility and offshore resources. In short, joining the Convention would bolster our national

security, secure U.S. rights over extensive marine areas, and formalize the United States' standing where our vital interests are at stake.

**Exercise and Training.** The Combatant Commander's Exercise Engagement Program (CE2) supports all aspects of the mission-critical NORAD and USNORTHCOM Exercise and Engagement program. This CE2 program helps us build partner capacity and readiness across 54 states and territories, Canada, Mexico and the Bahamas. We appreciate the Committee's support of this critical program that directly supports our readiness to defend the homeland and save lives during domestic crises.

#### **Security Cooperation—Cooperative Defense through Enduring Partnerships**

USNORTHCOM and NORAD do not meet today's complex challenges alone, and as such our allies and partner nations actively contribute to the cooperative defense of North America. We support and enable other agencies, advocate for complementary resources, and work toward common objectives to improve interagency planning and coordination that synchronize U.S. support for building our partners' capacities. These partnerships allow us to defend the nation in depth.

**Countering Transnational Criminal Organizations.** There has been a continued steady increase in the number of deaths as a result of this ongoing conflict since 2006, although the rate of increase slowed in 2011. TCOs represent a globally-networked national security threat. This sophisticated network of networks includes criminal organizations and street gangs, frequently serving as enforcers and drug distributors for TCOs. The criminal organizations have global reach that spans a diverse set of illicit activities that includes, but is not limited to drug trafficking, kidnapping, human trafficking, and extortion. According to the *Department of Justice National Drug Intelligence Center's 2011 National Drug Threat Assessment*, TCOs have

links in over 1000 U.S. cities. According to the *2009 National Drug Threat Assessment*, our nation's demand for illegal drugs results in wholesale proceeds of up to \$39 billion annually from illicit drug trafficking via the Southwest Border. This transnational problem needs to be approached in a holistic, interagency manner.

In support of the *President's Strategy to Combat Transnational Organized Crime*, USNORTHCOM coordinates with Mexico, Canada, The Bahamas, U.S. Southern Command, and our other partners in the Caribbean, to enhance mutual trust, increase collaboration, improve capacity against TCOs and their activities, and to contribute to a cooperative defense of North America. USNORTHCOM is just one supporting organization in a much larger interagency and international law enforcement effort to counter the TCOs operating worldwide.

As requested by Mexico, USNORTHCOM cooperates with the Mexican military in support of their efforts to build capabilities and capacities to employ against TCOs. Above all, we will continue to respect Mexico's sovereignty and we stand ready to increase coordination and collaboration to the extent that Mexico desires and in accordance with U.S. Government policies. Under the courageous leadership of Mexican civil authorities, the Mexican military is making progress against TCO activity. At the invitation of our Mexican partner, USNORTHCOM provided assistance in several key areas.

In support of the Mérida Initiative, we will improve our collaboration with international and interagency partners to disrupt and reduce transnational threats to North America and provide regional security through a whole-of-government approach. We will encounter both challenges and opportunities as our partners develop and improve their capacities.

An important element of our efforts to combat TCOs is the Western Hemisphere Institute for Security Cooperation (WHINSEC). Late last year, I participated in a WHINSEC Board of

Visitors curriculum review at Fort Benning, Georgia. This organization provides an effective mechanism to build relationships with militaries throughout the hemisphere and to influence a positive trajectory on human rights.

**Security Cooperation with Mexico.** The military-to-military relationship between the United States and Mexico has advanced to unprecedented levels of coordination. Today, Mexico and the United States are strategic partners, respecting the laws and sovereignty of our individual nations, and at the same time facing shared challenges and applying lessons learned. While our Mexican colleagues share information about fighting TCOs, as well as their expertise in providing humanitarian assistance and disaster response, we share our experiences in asymmetric conflict, to include intelligence-driven operations, law of land warfare, whole-of-government solutions and rule of law challenges. In addition, we have shared mutual perspectives on how to incorporate a whole-of-nation approach.

We work closely with the Mexican military to enhance planning, tactical skills, communication capabilities, and incorporation of human rights principles, and meet frequently to build personal relationships and coordination. As an example, we conduct combined planning and exercises such as QUICKDRAW, a tactical-level exercise that tests the capability of U.S., Canadian, and Mexican maritime forces in a joint response against illicit activity threatening North American Maritime Security. We have also incorporated bilateral and multilateral arrangements such as the North American Maritime Security Initiative (an information-sharing and cooperation arrangement among USNORTHCOM, Canada Command, the Mexican Navy and the United States Coast Guard), and have conducted Subject Matter Expert Knowledge Exchanges, which allow us to learn military best practices from each other. We conduct bilateral and multilateral conferences for broader coordination in dealing with issues such as natural

disasters, pandemics, and search and rescue. The United States also shares information in resource management and logistics, operations development, and aviation training with the Mexican military.

Additionally, for the past few years, USNORTHCOM has had resident Mexican Foreign Liaison Officers from both SEMAR (Mexican Navy and Marines) and SEDENA (Mexican Army and Air Force) in our Headquarters, which has helped tremendously to improve cooperation. And for the first time, in May 2012, USNORTHCOM and the Mexican military will conduct ARDENT SENTRY 12, a combined Defense Support of Civil Authorities exercise designed around mutually-agreed objectives.

We are partnering with U.S. Southern Command and working with security forces from Mexico, Guatemala, and Belize to strengthen ties and promote a coordinated approach to enhancing security along the Mexico-Guatemala-Belize border region. With our assistance, our southern neighbors are fortifying this porous border region and slowing the flow of illicit trafficking northward.

**Support to Law Enforcement Agencies.** DOD support to U.S. law enforcement agencies (LEAs) and the Mexican military ultimately contributes to a safe and more secure border and supports the broader Counter-TCO fight. This is one fight against a common enemy for the Mexican military and our Federal agency partners. USNORTHCOM's role in the border security mission is to provide DOD support to U.S. and foreign law enforcement agencies. Through our subordinate unit, Joint Task Force North (JTF-North), we provide mutually-beneficial DOD support in a broad range of unique military categories.

Our vision is for JTF-N to be the most effective integrator of DOD support to LEAs. Fostering our important relationships with LEAs, State National Guard counterdrug task forces,

and the Mexican military is vital to securing our nation's borders against drug traffickers and their associated criminal activities.

In coordination with our DOD and interagency partners, USNORTHCOM is developing systematic improvements in our ability to provide more effective and efficient LEA support. One improvement, coordinated by JTF-North with our LEA partners, is the new DHS comprehensive campaign planning process. This new planning cycle helps support the development of DHS and Department of Justice (DOJ) strategic guidance, increases interagency planner cooperation, and ultimately improves unity of effort and synchronization of resources for countering illegal drugs and other transnational threats.

A second improvement is the military intelligence training support provided to the DHS-led Border Intelligence Fusion Section within the DOJ-led El Paso Intelligence Center. The Border Intelligence Fusion Section, comprising of military intelligence analysts supporting training and intelligence fusion, develops operational intelligence products that we share with our interagency partners for their use in early cueing, warning, and interdiction operations.

Operational support to LEA partners includes detection and monitoring missions using a variety of multi-domain sensors and platforms that are unique to the DOD, in order to improve a supported LEA's ability to interdict transnational threats. Together we are exploring our spectrum of authorities to determine where modifications could enhance our ability to support our U.S. Government partners, better defend our homeland in depth, and enhance cooperation with our Mexican partners.

In sum, I believe DOD support to law enforcement is a "win-win" cooperation effort for our nation's homeland security and defense missions. DOD units are afforded the opportunity to

conduct operational training in an interagency environment, and our LEA partners are provided support through unique DOD capabilities to counter an adaptive threat to our nation.

**Partnership with Canada.** Canada is a trusted partner with whom we share the defense of the continent. The military-to-military relationship between USNORTHCOM and Canada Command is strong, and has progressed to unprecedented levels of cooperation. At the Permanent Joint Board on Defence this past January, Lieutenant-General Walter Semianiw, Commander of Canada Command, and I signed the *Civil Assistance Plan* and the *Combined Defence Plan* to codify cooperative efforts among NORAD, USNORTHCOM, and Canada Command to advance continental security, safety, and stability.

Canada and the United States are allies and strategic partners in the security cooperation arena, with USNORTHCOM and Canada Command working together as never before on emerging regional engagements such as the North American Maritime Security Initiative.

Meanwhile, Canada Command is developing a plan for complementary regional engagements along Mexico's southern border with Guatemala and Belize, supporting the fight against TCOs as well as providing expertise and training to the Mexican military and civil authorities as they transition their legal system to a model better able to prosecute, convict, and incarcerate TCO members.

USNORTHCOM and Canada Command also closely coordinate security cooperation activities with other partner nations, as well as refine a common exercise schedule, to ensure that all activities provide the most value for their cost and that no time is wasted on duplicating efforts.

Additionally, for the past few years USNORTHCOM has had a resident Liaison Officer at Canada Command Headquarters, and Canada Command now has a resident Liaison Officer at

USNORTHCOM and NORAD Headquarters, further improving the already excellent coordination between our commands and nations.

**Theater Security Cooperation with the Bahamas.** The United States and the Bahamas share a strong bilateral relationship built on bolstering citizen security and promoting trade and cultural exchange. These shared interests, including a common belief in the rule of law and democratic values, and The Bahamas geographic proximity to the United States, are the foundation upon which we have built a long-standing partnership. The Bahamian government is committed to close cooperation with the United States on law enforcement and maritime security concerns, as well as on counterdrug efforts. This strong security cooperation relationship is highlighted by Operation Bahamas, Turks and Caicos, which is a trilateral counternarcotics effort conducted by personnel of the Royal Bahamas Police Force, Royal Bahamian Defense Force, and the Turks and Caicos Islands police with counterparts from the U.S. Drug Enforcement Administration (DEA) and the U.S. Coast Guard.

One of the key focus areas in The Bahamas is the Hawk's Nest Forward Operating Base, a staging location for counterdrug operations. Hawk's Nest is a centrally-located facility on Great Exuma used by Bahamian and interagency counternarcotics partners. We are supporting the U.S. Embassy-Nassau, in their effort to develop a cost-sharing agreement with the Department of Homeland Security, U.S. Customs and Border Protection, DEA, the U.S. Coast Guard, and the Federal Aviation Administration, all of which have equities in either operating from Hawk's Nest or retaining radars and other equipment located at the site. The proximity of The Bahamas to the United States means that relatively small sites like Hawk's Nest have strategic importance for the Counter-TCO and Cooperative Defense mission areas.

## **The National Guard—Our Vital Partner**

USNORTHCOM and NORAD rely on the support of National Guard soldiers and airmen who work each day at the headquarters and within the NORAD Regions and USNORTHCOM's Service components and joint subordinate commands. This includes one three-star, two two-star, and three one-star National Guard officers who serve as my USNORTHCOM Deputy Commander, subordinate commanders, and direct advisors. I believe this allows the commands to leverage National Guard expertise and experience bringing the best mix of DOD assets to bear in executing the full spectrum of homeland defense and civil support missions. The commands also benefit from their understanding of National Guard policies and programs to ensure the commands' planning and collaboration with the National Guard are informed and effective. Through the National Guard Bureau, USNORTHCOM and NORAD coordinate with each State's Joint Force Headquarters for planning purposes and to maintain situational awareness of National Guard actions and commitments. I believe that no force is better suited to help deter, prevent, and defeat many of the threats we face than today's National Guard. Simply put, the National Guard is a natural partner in all we do.

## **Future Capabilities**

As we investigate existing technologies and capabilities for innovative uses, we are also focusing on emerging technologies to meet our requirements.

**Aerospace Threats.** One of the more pressing challenges that USNORTHCOM and NORAD will face in defense of the homeland in the near future is from emerging air threats, to include low, slow-flying General Aviation aircraft, cruise missiles, unmanned aerial systems, and short- and medium-range ballistic missiles. Our nation is developing a more responsive, tailorable integrated air and missile defense capability to defend against these threats. In the past

year, USNORTHCOM and NORAD have made significant strides toward protecting the homeland against these threats through exercises, experiments, and tests with other organizations within the DOD. As the threat of terrorism looms and the proliferation of advanced asymmetric capabilities grows, it becomes increasingly important to improve existing air and missile defense systems-of-systems tailored to meet the unique needs of the homeland.

**Smart Power Infrastructure Demonstration for Energy Reliability and Security.** We are also investigating ways to reduce the risk of our military's dependence on commercial power grids. We are currently partnering with U.S. Pacific Command, the Department of Energy, DHS, and five of the national labs (Sandia National Laboratories, Idaho National Laboratory, Pacific Northwest National Laboratory, Oak Ridge National Laboratory, and National Renewable Energy Laboratory) on a Joint Capabilities Technology Demonstration known as Smart Power Infrastructure Demonstration for Energy Reliability and Security (SPIDERS). With SPIDERS, we hope to create a cyber-secure smart microgrid that not only will augment existing power sources, but will also enable a military installation to remain operational when the commercial power grid is disrupted. We are currently working with our partners to test an energy control system at Joint Base Pearl Harbor-Hickam in Hawaii this summer. Later this year, we will begin work to demonstrate a cyber-secure microgrid at Fort Carson, Colorado that will leverage previous electrical upgrades, a 2-megawatt solar array, electric vehicle-to-grid energy storage, and distributed backup generators to provide emergency power to a portion of this Army post. In 2014, we expect to demonstrate the first operational end-to-end SPIDERS cyber-secure microgrid at Camp Smith, Hawaii.

### **Final Thoughts**

We are grateful for everything the members of this committee have done to ensure our ability to defend the homeland. We appreciate your support to Soldiers, Sailors, Airmen, Marines, Coast Guardsmen, and to their families for their efforts to defend our nation at home and abroad. With your help, North America will be even safer tomorrow than it is today. I am honored to appear before you, and look forward to your questions.

**“WE HAVE THE WATCH”**