

**Advance Questions for Lieutenant General Victor E. Renuart, USAF,  
Nominee for Commander, U.S. Northern Command (USNORTHCOM) and  
Commander, NORAD**

**Defense Reforms**

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

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

Answer: I do not see a need to modify the Goldwater-Nichols Act at this time. The fact that several non-military organizations are seeking to improve their coordination and mission execution through the introduction of reform measures modeled after the Goldwater-Nichols Act is a tribute to its enduring success.

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

Answer: Not applicable.

**Duties**

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

Answer: The Commander, USNORTHCOM, is responsible for conducting operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories and interests within the assigned area of responsibility. As directed by the President or Secretary of Defense, the Command is also responsible for providing defense support of civil authorities, including consequence management operations.

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

Answer: More than three and a half decades of experience including operational combat service in Desert Storm, Deny Flight, both Southern and Northern Watch, Enduring Freedom, and Iraqi Freedom; command of a NATO support group, two fighter wings, Joint Task Force-Southwest Asia and 9th Air and Space Expeditionary Task Force-

Southwest Asia; service as the U.S. Central Command Director of Operations; and Vice Commander, Pacific Air Forces provide a solid foundation for assuming command of USNORTHCOM. Additionally, my previous assignment as the Director of Strategic Plans and Policy for the Joint Staff has reinforced the value of teamwork and having a close working relationship with other combatant commands, the military Services, National Guard Bureau, defense agencies, other U.S. government organizations, and international organizations.

**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?**

Answer: If confirmed, I will continuously seek to further a better understanding of and effective information exchange with the other combatant commands and our international, federal, state, and interagency partners to increase our ability to work collaboratively together in the areas of homeland defense and civil support.

### **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**

Answer: The Commander, USNORTHCOM, is responsible to deter, prevent, and defeat threats to the United States as directed by the Secretary of Defense and the President. Under the authority and control of the Secretary and as directed by the Secretary, the Commander is also responsible for defense support of civil authorities. The Commander is directly responsible to the Secretary of Defense for the ability of the Command to carry out its missions. While serving as the Senior Military Assistant to the Secretary of Defense, I have participated in frequent and cooperative interactions between the Secretary of Defense and the Commander of USNORTHCOM. If confirmed, I intend to continue the close working relationship between USNORTHCOM and the Secretary of Defense.

#### **The Deputy Secretary of Defense**

Answer: The Deputy Secretary of Defense is delegated full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law. The Commander, USNORTHCOM, ensures the Deputy has the information and support he requires.

### **The Under Secretary of Defense for Policy**

Answer: The Under Secretary of Defense for Policy duties include formulating defense planning guidance and forces policy, DOD relations with foreign countries, and DOD's role in interagency policy-making. The Commander, USNORTHCOM, works closely with the Under Secretary coordinating and exchanging information on strategic policy issues involving homeland defense and defense support of civil authority issues.

### **The Under Secretary of Defense for Intelligence**

Answer: The Under Secretary of Defense for Intelligence is the Secretary's principal advisor on intelligence matters. Commander, USNORTHCOM, works closely with the Under Secretary in order to provide predictive and actionable threat estimates and timely warning of worldwide threats against North America using fused, all-source intelligence and law enforcement information that characterizes the threat and provides strategic warning to support informed decision-making.

### **The Assistant Secretary of Defense for Homeland Defense**

Answer: Commander, USNORTHCOM, works routinely with the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD(HD&ASA)) on homeland defense and defense support of civil authorities issues.

### **The Chairman of the Joint Chiefs of Staff**

Answer: The Chairman serves as the principal military advisor to the President, the Secretary of Defense, and the National Security Council. The role of Chairman of the Joint Chiefs of Staff (CJCS) in the chain of command of the combatant commands is threefold: communications, oversight, and spokesman. Communications between the President, Secretary of Defense and the combatant commanders may pass through the CJCS. The Goldwater-Nichols DOD Reorganization Act of 1986 permits the President to place the Chairman in the communications chain and the President has in fact directed that such communications pass through the Chairman. Oversight of the activities of combatant commands may be delegated by the Secretary of Defense to the CJCS. And finally, the CJCS is the spokesman for the combatant commanders on the operational requirements of their commands. Having been a Director on the Joint Staff, I have first-hand knowledge of communications between the CJCS and the Commander of USNORTHCOM.

### **The Secretaries of the Military Departments**

Answer: Each Military Department is separately organized under its own Secretary and

functions under the authority, direction, and control of the Secretary of Defense. The Military Departments are responsible for organizing, training, and equipping forces for assignment to the Commander, USNORTHCOM, and other combatant commanders. Commander, USNORTHCOM, works closely with the Secretaries to ensure homeland defense and civil support requirements are met.

#### **The Chiefs of Staff of the Services**

Answer: The Chiefs of Staff are responsible for organizing, training, and equipping forces for assignment to combatant commands. The Commander, USNORTHCOM, is responsible for communicating the needs of USNORTHCOM to the Chiefs of Staff.

#### **The other Combatant Commanders**

Answer: The other Combatant Commanders exercise command authority over forces assigned to them as directed by the Secretary of Defense. Having served in U.S. Central Command, the Joint Staff, and also for the Secretary of Defense, I helped facilitate the multiple and valuable interactions that occur between combatant commanders. If confirmed, I intend to maintain open lines of communication with the other combatant commanders, and to provide support and mutual cooperation whenever possible.

#### **The Chief of the National Guard Bureau**

Answer: The relationship with the Chief the National Guard Bureau is integral to the success of USNORTHCOM. USNORTHCOM has regular dialogue on issues of the utmost important to the nation. There are 43 Army National Guard and Air National Guard Title 10 National Guardsmen assigned to USNORTHCOM as permanent party. There are also 23 of 30 authorized Army National Guard personnel that are assigned to USNORTHCOM as "drilling Guardsmen." Last month, I had the opportunity to attend The Adjutants General Conference in Washington, D.C. and if confirmed, I look forward to working closely with the Chief of the National Guard Bureau.

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

Answer: In fulfilling its civil support role, the military is an active member of the federal response community. However, throughout any crisis or consequence management scenario, civilian authorities remain in charge and USNORTHCOM's participation is almost always in support of a designated primary agency. If confirmed, I will ensure USNORTHCOM continues to coordinate and conduct military efforts to provide support to save lives, reduce suffering and restore critical infrastructure, while respecting the individual liberties and human freedoms guaranteed to all Americans by our Constitution.

## **Major Challenges and Problems**

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

Answer: Our enemies continue to seek new means of achieving their goals and attacking our homeland. Countering asymmetric attacks and being prepared to respond to the possible use of a weapon of mass destruction on American soil, should our deterrence and prevention efforts fail, will continue to be major challenges in the future.

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

Answer: If confirmed, I will ensure that USNORTHCOM continually reviews and evaluates its plans and operations to effectively address the dynamic nature of the threats aimed at its area of responsibility. USNORTHCOM will continue to expand a robust exercise and information sharing program with its DOD, National Guard, interagency, federal, state, tribal, and local partners to ensure the Command is able to collectively meet any challenges that arise.

## **Mission of U.S. Northern Command**

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

Answer: Two missions:

- Conduct operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories and interests within the assigned area of responsibility
- Provide defense support of civil authorities including consequence management operations, as directed by the President or Secretary of Defense

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

Answer: The Department of Homeland Security (DHS) has overall responsibility for the concerted, national effort to prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. USNORTHCOM's primary mission is to deter, prevent, and defeat threats to the homeland and provide defense support of civil authorities when directed by the Secretary of Defense or President. Conducting both missions requires close collaboration throughout planning and exercise phases, and of course, during real-world operations to include pre-incident, crisis and post-incident stages. Ultimately, the capabilities of DHS and USNORTHCOM are complementary,

focusing on “unity of effort.”

**Under what circumstances, if any, would you anticipate U.S. Northern Command would have the lead role in responding to a terrorist incident?**

Answer: In accordance with the Maritime Operational Threat Response for The National Strategy for Maritime Security, USNORTHCOM will assume the lead role for the DOD to interdict vessels at sea as part of the U.S. Government’s active, layered defense of the United States. In addition, USNORTHCOM will be responsible for responding to an attack on a DOD installation within its area of responsibility. USNORTHCOM has a family of plans that detail its support to primary agencies, as well as additional plans that direct action in the event that DOD and USNORTHCOM takes the lead for the response inside the United States.

**What responsibility, if any, does U.S. Northern Command have with respect to the Critical Asset Assurance Program?**

Answer: The DOD Critical Asset Assurance Program (DODD 5160.54) has been superseded by the Defense Critical Infrastructure Program (DCIP) (DODD 3020.40). Under the DCIP, USNORTHCOM is responsible for establishing a command program for matters pertaining to the identification, prioritization and protection of Defense Critical Infrastructure. In coordination with the Military Departments, the Defense Agencies, DOD Field Activities, and Defense Sector leads, USNORTHCOM is working to identify and assess critical assets and associated infrastructure interdependencies within its area of responsibility. Under the DCIP, USNORTHCOM is additionally charged with acting to prevent or mitigate the loss or degradation of DOD-owned critical assets within its area of responsibility. The Command will only take action to prevent or mitigate the loss or degradation of non-DOD-owned critical assets at the direction of the Secretary of Defense or President.

### **Organization and Authority**

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

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

Answer: If confirmed, I will continue to place emphasis on executing a synchronized and coordinated antiterrorism program and force protection mission throughout the area of responsibility. I will focus actions on efficient employment of resources for vulnerability mitigation and promote procedural steps that enhance antiterrorism programs and improve security postures for installations and facilities. One challenge will be

harnessing new technologies.

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

Answer: If confirmed, I will continue enhancements of the Core Vulnerability Management Program to eliminate redundancies by mandating force protection vulnerabilities be entered into a single database. In addition, I will be actively involved in the ASD(HD&ASA) Defense Critical Infrastructure Program, which is focused on ensuring availability of networked assets essential to project, support, and sustain military forces protecting against and mitigating the effects of attacks on critical infrastructure and key resources.

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

Answer: Day-to-day operations are conducted by four subordinate commands:

- Joint Force Headquarters National Capital Region is located at Fort McNair in Washington DC and is responsible for land-based homeland defense, civil support, and incident management in the National Capital Region.
- Joint Task Force Civil Support is located at Fort Monroe, Virginia and commands and controls DOD forces that respond to catastrophic chemical, biological, radiological, nuclear, or high-yield explosive events.
- Joint Task Force Alaska is located at Elmendorf Air Force Base, Alaska. Military forces in Alaska are under U.S. Pacific Command for normal operations. If Alaska-based forces are needed for homeland defense, consequence management, or civil support operations in Alaska, USNORTHCOM will command and control the forces through Joint Task Force Alaska.
- Joint Task Force North is located at Fort Bliss, Texas. They support law enforcement agencies in counterdrug, counterterrorism, and border patrol operations along the United States-Canada and southwestern U.S. border.

USNORTHCOM has few permanently assigned forces. Whenever mission requirements dictate, USNORTHCOM requests additional forces from the Secretary of Defense, and if approved, receives them from the following DOD force providers: U.S. Joint Forces Command and U.S. Pacific Command.

Additionally, the Army, Air Force and Marine Corps have established Service Components for USNORTHCOM. These commands are:

- U.S. Army North, located at Fort Sam Houston, Texas
- U.S. Air Forces Northern located at Tyndall Air Force Base, Florida
- U.S. Marine Forces North located in New Orleans, Louisiana

The Commander Fleet Forces Command, located at Naval Station Norfolk, Virginia is designated as the Navy's supporting commander to USNORTHCOM.

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

Answer: Since 1 October 2002, USNORTHCOM deactivated Joint Force Headquarters Homeland Security and activated Joint Force Headquarters National Capital Region and Standing Joint Force Headquarters North. In addition, temporary forces have been apportioned many times for defense support of civil authorities missions, such as for hurricane support.

**NORAD**

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

Answer: NORAD's missions are aerospace warning, aerospace control, and maritime warning. Aerospace warning consists of detection, validation, and warning of an attack against North America and aerospace control consists of air sovereignty, air enforcement, and air defense of United States and Canadian airspace. Maritime warning is a new mission, which consists of processing, assessing, and disseminating maritime intelligence and information, 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?**

Answer: Since the creation of USNORTHCOM, the NORAD mission set has expanded to include maritime warning, which in turn enables the USNORTHCOM maritime defense mission. With respect to ballistic missile defense, NORAD now provides ballistic missile warning to USNORTHCOM to support its ballistic missile defense mission. To support these changes, NORAD has improved its sensor input, command and control systems, and ability to respond quickly.

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

Answer: NORAD conducts the aerospace warning, aerospace control, and maritime



warning missions. The warning provided by NORAD enables USNORTHCOM to respond with regard to ballistic missile defense and maritime defense.

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

Answer: NORAD supports the DHS by providing aerospace warning and maritime warning of threats in the approaches to North America and supporting enforcement when called upon by civilian agencies.

**Do you believe that NORAD should have a separate operations and planning staff from U.S. Northern Command? Why or why not?**

Answer: I am aware of the current initiatives at Headquarters NORAD and Headquarters USNORTHCOM to achieve efficiencies through staff reorganization. If confirmed, I will analyze and structure the commands to achieve these efficiencies in accordance with the law and guidance from senior authorities.

**NORTHCOM Joint Task Forces**

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

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

Answer: Multi-service units with task force capability under USNORTHCOM's authority are Joint Task Force Alaska, Joint Task Force Civil Support, Joint Task Force North, Standing Joint Force Headquarters North, and Joint Force Headquarters National Capital Region. These task forces are currently working with USNORTHCOM on further plans development and refinement to enhance execution of existing and emergent homeland defense and civil support missions.

**NORTHCOM Counterdrug Responsibilities**

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

Answer: USNORTHCOM has execution authority for DOD's priority counterdrug activities throughout its area of responsibility. Specific tasking is in three broad categories: providing support to civilian law enforcement, creating a shared network of intelligence and information support, and leveraging theater security cooperation

activities, specifically with Mexico, to reduce the impact of illicit narcotics trafficking on the homeland.

**How are counterdrug operations coordinated across combatant command boundaries, particularly with U.S. Southern Command and U.S. Pacific Command?**

Answer: Per the Assistant Secretary of Defense for Special Operations / Low-Intensity Conflict Memorandum dated 21 August 2003, Joint Interagency Task Force South (JIATF-South) will execute counterdrug detection and monitoring missions in a Joint Operations Area (JOA) covering operationally significant portions of the USNORTHCOM and U.S. Pacific Command areas of responsibility. JIATF-South coordinates counterdrug operations throughout its JOA with forces under the operational control of U.S. Southern Command (USSOUTHCOM). A Memorandum of Understanding between Commander, USNORTHCOM, and Commander, USSOUTHCOM, delineates procedures to further coordinate counterdrug-related intelligence, information, and operations.

**The FY 2004 National Defense Authorization Act included a provision (section 1022) that authorizes forces providing support to law enforcement agencies conducting counter-drug activities to also provide, subject to all applicable laws and regulations, support to law enforcement agencies conducting counter-terrorism activities.**

**How has this authority been implemented, and what financial resources do these task forces have to conduct counter-terrorism missions?**

Answer: Joint Task Forces under USNORTHCOM have been granted authority to make incidental use of counternarcotics resources, capabilities and structures to detect and interdict terrorists through a 26 April 2006 Deputy Secretary of Defense policy memorandum, titled "Use of Counternarcotics Funding for Counterterrorism." Further, with prior Deputy Assistant Secretary of Defense for Counternarcotics approval, Joint Task Forces can make non-incidental use of this authority. I understand USNORTHCOM appreciates the inherent flexibility provided by section 1022 authority, but has not yet encountered the need to implement the authority through its primary counternarcotics task force, Joint Task Force North.

**Security Relationship with Mexico**

**The U.S. Northern Command Area of Responsibility includes the land areas of the United States, Canada, and Mexico. The bi-national NORAD Command ensures close cooperation between the United States and Canada on security and homeland defense matters.**

**Do you believe it is important to improve our security cooperation with Mexico?**

Answer: Yes. Increased security cooperation among USNORTHCOM, SEMAR (Mexican Navy) and SEDENA (Mexican Army) would significantly improve national security.

**If so, what would be your goals as Commander of U.S. Northern Command for such improved relations with Mexico, and how would you plan to achieve them?**

Answer: If confirmed, improved relationships with Mexico will be a priority. In fact, I hope to visit Mexico by the end of April. I will emphasize mutual security interests addressing counterdrug, counternarcoterrorism and border issues through training and equipping. Combined exercises to expand cooperative opportunities in support of the Security and Prosperity Partnership of North America are critical.

### **CBRNE Response Capabilities**

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

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

Answer: There is nothing more important than defending the homeland. If confirmed, I will ensure USNORTHCOM continues to coordinate closely with the DOD, the Military Services, and the force providers to identify military capabilities needed to respond to both homeland defense and defense support of civil authorities missions. Through a rigorous, realistic program that exercises all facets of the National Response Plan, USNORTHCOM will continue to refine processes and plans in support of its mission sets.

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

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

Answer: Many of the capabilities referenced in fact work together under current concepts of operation. The National Guard capabilities are designed to respond to local

and regional incidents that may be for smaller CBRNE incidents and/or ahead of a federal response. If confirmed, I will take a close look at all of the military capabilities to ensure we have the appropriate capabilities, in the appropriate numbers, in the right locations and states to provide the necessary flexibility, agility and depth of the military response.

**The U.S. Marine Corps Chemical-Biological Incident Response Force (CBIRF) has not had regular or stable funding programmed or budgeted since its creation.**

**Do you believe this unit should have regular and stable funding to ensure its ability to accomplish its assigned missions?**

Answer: Yes. The United States Marine Corps Chemical-Biological Incident Response Force is a unique capability for federal response in the event of a CBRNE incident.

### **NORTHCOM-State Relations**

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

**Do you believe it is important for Northern Command to understand the emergency response capabilities and plans of the various States before a crisis arises, in order to optimize USNORTHCOM's consequence management support?**

Answer: Yes. As directed, USNORTHCOM will provide support in an emergency when the requirements are beyond the capabilities of civil authorities in accordance with the National Response Plan. Understanding the capabilities and plans of the states is imperative in order to optimize USNORTHCOM planning and operations. State plans enhance USNORTHCOM's situational awareness and expedite response to incidents.

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

Answer: If confirmed, I will ensure USNORTHCOM continues to work with its interagency partners to strengthen the overall federal response to a state emergency or disaster. In response to the February 2006 White House report, The Federal Response to Hurricane Katrina, Lessons Learned, which recommended DOD better integrate its capabilities with the state National Guard and the overall federal response plan, USNORTHCOM has taken the initiative to get a more in-depth understanding of state

response capabilities. This past year, USNORTHCOM, through its Army Service Component, U.S. Army North, assigned and embedded Defense Coordinating Officers with each of the 10 Federal Emergency Management Agency regions. Their full-time mission is to build relationships and understand the capabilities of both the emergency response communities and National Guard of the states in their regions. Every day, USNORTHCOM is linked to the national, state, and National Guard operations centers to synchronize planning and execution of the military contribution to response efforts.

### **Force Provision for USNORTHCOM**

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

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

Answer: USNORTHCOM possesses detailed and flexible plans to respond and conduct military operations in the homeland, provide assistance to primary agencies, or to lead the effort. These plans provide comprehensive troop and capability lists to source the plans as the Command prepares for an event or response to a no-notice incident. USNORTHCOM is closely partnered with U.S. Joint Forces Command, and other force providers, at all levels, to ensure the capabilities listed in USNORTHCOM's plans are trained and ready to respond.

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

Answer: If confirmed, I intend to continue USNORTHCOM's excellent working relationship with U.S. Joint Forces Command and other force providers. These relationships are synergized as the Command works through the challenges of Global Force Management (GFM). I will ensure through refinement of plans and requirements, as well as participation in the monthly GFM process, homeland defense and defense support of civil authorities mission sets are appropriately prioritized, sourced, and sourced forces are trained and prepared to respond as described in USNORTHCOM plans.

**If confirmed, how will you monitor the personnel, equipment and training readiness of U.S. military forces (active and reserve) for homeland defense mission-essential tasks in support of USNORTHCOM's contingency plans?**

Answer: It is the responsibility of the Services to provide trained and ready forces for combatant commands. If confirmed, I will continue to ensure trained and ready forces are incorporated into the USNORTHCOM exercise program.

### **Ballistic Missile Defense**

**One of U.S. Northern Command's missions is the ballistic missile defense of the United States. You were Director of Operations for U.S. Central Command during the early phases of Operation Iraqi Freedom, during which the Patriot missile defense system demonstrated it was operationally effective in combat against ballistic missiles.**

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

Answer: Yes. An operationally effective ballistic missile defense system, employed in a layered defense approach, is essential to defeating threats ranging from short-range ballistic missiles using Patriots and the U.S. Navy's Standard Missile Block 3s to long-range ballistic missile threats using the currently deployed Ground-based Midcourse Defense (GMD) system operated by USNORTHCOM.

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

Answer: Yes. It is important to conduct operationally realistic flight tests to demonstrate and verify the operational capability and reliability of the GMD system. The successful GMD flight test of 1 Sep 06, FTG-02, was the most operationally realistic, end-to-end flight test performed to date.

### **USNORTHCOM-DHS Relationship**

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

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

Answer: As USNORTHCOM continues to improve coordination with DHS, the Command may capitalize upon efficiencies in order to reduce defense support of civil authorities. If confirmed, this is an area I will monitor closely.

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

Answer: If confirmed, I believe DOD and USNORTHCOM should work toward a full integration of capabilities and coordinate acquisition efforts with all mission partners to ensure unity of effort. Identification of equipment and other requirements should be synchronized to enhance interoperability and reduce duplication of effort.

### **National Guard**

**There is still considerable debate about the role the National Guard should play in defending the homeland.**

**Do you believe that defending the homeland should become the National Guard's primary mission?**

Answer: I believe defending the homeland is the most important mission for the military, regardless of component status: Active, Guard or Reserves.

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

Answer: My understanding is that the working relationship between USNORTHCOM, the National Guard Bureau (NGB), and individual state National Guard headquarters is strong and growing stronger. USNORTHCOM routinely hosts visits by NGB leadership and conducts conferences that bring together The Adjutants General (TAGs) of many states for planning, exercising and training exchanges. Additionally, the current Commander visits TAGs and state leadership during his travels around the country. If confirmed, I intend to continue to work closely and personally with the TAGs and governors and strengthen current relationships.

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

Answer: Throughout USNORTHCOM's history, the Command has worked closely and continually with the DHS, federal, state, and local first responders, and National Guard units under state authority in capacities ranging from planning and exercising to conducting and collaborating on real-world operations. Recent progress in such relationships has been exponential and if confirmed, I intend to ensure this momentum

continues.

**Recent changes to the Insurrection Act, 10 U.S.C. section 333, included in section 1076 of the John Warner National Defense Authorization Act for Fiscal Year 2007 clarified the President's authority to call up the National Guard to perform Federal service under circumstances resulting in the inability of State government's to maintain public order.**

**What is your view of these changes?**

Answer: I have reviewed the changes to the former Insurrection Act. From my perspective at the execution level, if confirmed, I will carry out the orders of the President, just as I would have done under the previous authority.

**Do you think that the foregoing changes have enhanced the ability of Commander, U.S. Northern Command to respond to emergency situations? If so, how?**

Answer: Please see the above answer.

**Do you believe that changes to the "posse comitatus" doctrine under section 1385 of title 10, United States Code, and implementing DoD and Service regulations, are needed for U.S. Northern Command to accomplish its mission?**

Answer: No, I do not believe that the Posse Comitatus Act is an obstacle to the performance of any USNORTHCOM mission. The various statutory exceptions to this Act provide sufficient authority for the Command's support to civil authority, as directed by the President and Secretary of Defense.

**The National Guard is presently assisting the Department of Homeland Security (DHS) on the southern U.S. border in a mission known as Operation Jump Start. The Administration proposed last year that up to 6,000 members of the National Guard would be deployed on a temporary basis until the DHS could add additional personnel.**

**Do you believe that border security is primarily the responsibility of DOD or DHS?**

Answer: Border security is the primary responsibility of DHS.

**In your view, is border security an appropriate mission for the National Guard or other DOD forces?**

Answer: I support the President's determination, in consultation and coordination with governors, that it is appropriate for the National Guard under command and control of the governors to conduct this mission in support of U.S. Customs and Border Protection.

**Would you support the deployment of National Guard personnel for this mission**



**beyond the two year period currently proposed, to include the rotation of National Guard personnel to support this mission on an enduring basis?**

Answer: Since these National Guard forces remain under the commands of their respective governors, I defer to governors on this issue.

### **Weapons of Mass Destruction - Civil Support Teams**

**In recent years, legislation has been enacted to establish additional Weapons of Mass Destruction - Civil Support Teams (WMD-CST) with the goal of ensuring that all 54 states and territories have a WMD-CST within their borders. To date, 47 of the 55 planned WMD-CSTs have been certified by the Department of Defense to be mission capable.**

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

Answer: Yes. WMD-CSTs are a critical resource to the state response and offer the state leadership great flexibility when responding to an incident within their areas of responsibility. If confirmed, I will ensure USNORTHCOM, through US Army North, continues to validate and certify these unique capabilities.

**If not, what changes do you believe are needed?**

Answer: Not applicable

**What is your view about proposals that the Commander, U.S. Northern Command, or the Deputy Commander, by law must be a National Guard officer?**

Answer: I believe the process to hire the Commander and Deputy Commander should allow for the best qualified officers to compete for each of these positions. There are already two National Guard general officers serving in USNORTHCOM in positions that are not mandated by law to be filled by National Guard officers. Specifically, there is a two-star Air National Guard officer serving as the Commander of USNORTHCOM's Air Forces Northern in a position that is not mandated by law to be a National Guard officer. Similarly, there is a two-star Army National Guard officer serving in USNORTHCOM's Army North as the Operational Command Post Commander. Manning these positions has been done without a legal mandate and selection of each individual was made based on each officer being best qualified for the job.

In addition, the two-star Chief of Staff position in USNORTHCOM's headquarters is filled by a two-star Air National Guard officer; this billet is a "Chairman's 10" position, designated to be filled by an officer in the Reserve Component, in

accordance with 10USC526 and the Fiscal Year 2000 National Defense Authorization Act.

Thus, given that the Chief of Staff position (one of the top three positions in USNORTHCOM) already is filled by a member of the Reserve Component, as well as USNORTHCOM's success in hiring the best-qualified officers from the Active and Reserve component, I believe the USNORTHCOM Commander and Deputy Commander positions should not be mandated by law to be filled by National Guard officers.

I also believe that the officer development process for both the Guard and the Reserve forces needs to be reviewed. We must ensure that select Reserve Component officers receive appropriate joint and operational exposure earlier in their career such that, at the appropriate points in their career, there would be a pool of senior leaders that could compete on a best qualified basis.

### **Information Sharing**

**On June 9, 2004, an incident involving a private aircraft entering the National Capital Region airspace led to the evacuation of the U.S. Capitol. The emergency apparently resulted from shortfalls in the ability of various federal government agencies, including the Federal Aviation Administration, the Department of Homeland Security, and the Department of Defense to share information. The mission of U.S. Northern Command requires rapid, secure, and effective communication with a variety of federal, state, and local entities.**

**What steps would you take, if confirmed, to ensure that rapid communication is ensured with other federal agencies and with state entities?**

Answer: The information-sharing capabilities and protocols practiced by USNORTHCOM and NORAD have improved significantly over the last few years. Plans, exercises and continual information-sharing exchanges have all helped to identify weaknesses and refine operations. Additionally, USNORTHCOM has procured state-of-the-art communications equipment to best effect communications and interoperability with partners during a crisis.

**Are there any legal impediments that exist that slow or prevent the rapid dissemination of information gained by military components with other federal, state or local entities, or the private sector?**

Answer: I am unaware of any legal impediments that slow or prevent the rapid dissemination of information to external agencies.

### **Intelligence Sharing/NCTC**

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

Answer: USNORTHCOM draws upon foreign intelligence, intelligence derived from law enforcement agencies, and open source information to assess the foreign terrorist threat to the area of responsibility. The Federal Bureau of Investigation (FBI), Central Intelligence Agency, National Security Agency (NSA), and DHS are the primary sources of intelligence and Defense Intelligence Agency (DIA), NCTC/Interagency Intelligence Committee on Terrorism, DHS and FBI-finished threat assessments are furnished to USNORTHCOM elements as appropriate. Threat assessments are provided to the Commander and senior staff, as well as USNORTHCOM component commands.

**What intelligence agencies are involved in providing input to USNORTHCOM's staff for the development of intelligence assessments?**

Answer: USNORTHCOM terrorism analysts rely on a broad collaborative network of counterterrorism organizations when developing terrorist threat assessments. Terrorism analysts from NCTC, FBI, DIA, DHS and its components (U.S. Immigration and Customs Enforcement, U.S. Customs and Border Protection, the U.S. Coast Guard), NSA and the other combatant commands all provide inputs to the threat assessment process.

**What is the current nature of the relationship between USNORTHCOM and the National Counterterrorism Center (NCTC), and what will that relationship be in the future?**

Answer: USNORTHCOM receives NCTC-finished intelligence and the USNORTHCOM Operational Intelligence Watch participates in a daily NCTC Operations Center video teleconference regarding new terrorism reporting. USNORTHCOM is participating jointly with U.S. Central Command and DIA in an NCTC process improvement initiative to optimize the information-sharing environment. In addition, the NCTC plays a critical role in supporting NORAD's aerospace control mission. For Operation NOBLE EAGLE responses, the NCTC participates in NOBLE EAGLE Conferences and provides real-time intelligence as applicable. If confirmed, I will continue to support a strong relationship with NCTC.

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

Answer: USNORTHCOM has a billet for a representative to NCTC. The individual assigned is currently working at the DIA. I understand he will return to NCTC after the successful completion of the process improvement initiative noted above, which will determine his new duties.

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

Answer: USNORTHCOM can accomplish its intelligence mission within the framework of existing laws and policy and is vigilant in ensuring all intelligence activities conducted in support of its mission comply with intelligence oversight law and policy. All intelligence activities conducted in support of USNORTHCOM operations are reviewed by legal staff to ensure they are conducted in accordance with law and policy.

### **Cruise Missile Defense**

**How serious do you believe the cruise missile threat is to the United States and its territories?**

Answer: I believe the immediate threat is from high-speed commercial aviation flying in a low-altitude profile, similar to a cruise missile; or possibly an unmanned aircraft system that can be built in one's garage. That said, the threat from cruise missiles launched by a terrorist organization or rogue nation is also a real and increasing, though currently somewhat limited, threat.

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

Answer: The key capability to counter this threat is persistent wide area air surveillance, which provides timely identification, classification and assessment of tracks of interest critical in the defense against cruise missiles. If confirmed, I will advocate for continued research and for demonstration of promising technologies to enhance our capabilities and support the ongoing Homeland Air and Cruise Missile Functional Solutions Analysis. Upon completion, this analysis will provide a recommended family of systems to meet our wide area air surveillance requirements.

### **Continental Air Defense**

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

Answer: The Command's mission has expanded since 9/11 to protect against domestic airborne threats. NORAD's defense posture is now aligned to counter the new threat.

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

Answer: Yes. NORAD has adapted to counter the terrorist threat posed to the United States and Canada through improvements to surveillance and communications systems and through better coordination and information sharing with the interagency community.

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

Answer: If confirmed, I will ensure NORAD continues to enhance the capabilities it has under Operation NOBLE EAGLE to respond to a terror event and quickly increase air defense posture during a crisis. Future program priorities include Homeland Air and Cruise Missile Defense, wide area air surveillance, and improving the North American air surveillance picture not only for DOD, but also for our interagency partners—notably the National Capital Region Coordination Center and U.S. Customs and Border Protection.

### **Congressional Oversight**

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

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes