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Partially Released records:

- USNORTHCOM Real-World Response Accomplishments March 2009 Congressional Fact Sheet
- North American Aerospace Defense Command (NORAD) Northern Sovereignty Operations March 2009
- United States Northern Command's (USNORTHCOM) Ground-Based Midcourse Defense (GMD) Mission
- USNORTHCOM'S ROLE In Hurricane Preparedness and Response June 2009 Congressional Fact Sheet
- Legislative Proposal For Activation Of Federal Reserve Forces For Disasters June 2009 Congressional Fact Sheet
- USNORTHCOM'S Interaction with The Mexican Military Congressional Fact Sheet October 2009
- USNORTHCOM'S Role in Southwest Border Security March 2009 Congressional Fact Sheet
- North American Aerospace Defense Command United States Northern Command Congressional Fact Sheet JUNE 2009 Vancouver 2010 Olympic and Paralympic Winter Games
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Consequence Management Response Force (CCMRF)
- United States Northern Command (fact sheet)
- North American Aerospace Defense Command (fact sheet)
- USNORTHCOM and the National Guard June 2009 Congressional Fact Sheet
- USNORTHCOM'S ROLE in Supporting Wildland Firefighting May 2009 Congressional Fact Sheet
- USNORTHCOM-Hosted Pandemic Influenza Conferences and Exercises April 2009 Congressional Fact Sheet
- USNORTHCOM Concept Plans For Pandemic Influenza April 2009 Congressional Fact Sheet
- Consolidation of the NORAD and USNORTHCOM Command Center

Fully Released Records:

- Advance Questions for Lieutenant General Victor E. Renuart, USAF, Nominee for Commander, U.S. Northern Command (USNORTHCOM) and Commander, NORAD
- Statement of Admiral Timothy J. Keating, USN Commander United States Northern Command And North American Aerospace Defense Command Before The Senate Armed Services Committee 22 March 2007
- Statement Of General Victor E. Renuart, Jr., USAF Commander North American Aerospace Defense Command And United States Northern Command Before The Senate Committee On Homeland Security and Governmental Affairs 19 July 2007
- Statement Of General Victor E. Renuart, Jr., USAF Commander United States Northern Command And North American Aerospace Defense Command Before The Senate Armed Services Committee 6 March 2008
- Statement Of General Victor E. Renuart, Jr., USAF Commander United States Northern Command And North American Aerospace Defense Command Before The Senate Armed Services Committee 17 March 2009



UNITED STATES NORTHERN COMMAND

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December 8, 2009

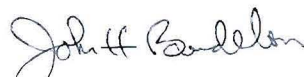
1. This letter is in response to your Freedom of Information Act request dated November 7, 2009 for copies of records of report prepared by US Northern Command for the US Congress during the period of 2007 – 2009. Your request dated November 7, 2009 was received on November 23, 2009. This is our FOIA Case Number FY10-09Nov23USN-6. After thorough review of your request in accordance with Title 5 of the United States Code, Section 552, and Department of Defense Regulation 5400.7, *DOD Freedom of Information Act Program*, the releasable documents are attached. The requested documents are provided with portions being either withheld or redacted as exempt from mandatory disclosure as outlined below:

- a. Exemption (b)(1) because the information requested is currently and properly classified in the interest of national defense and foreign policy, as authorized by Executive Order 12958. Release of this withheld information could reasonably be expected to cause damage to national security.
- b. Exemption (b)(6) because the information is in a record subject to the provisions of the Privacy Act and is personal to an individual other than yourself, therefore any release would constitute a clearly unwarranted invasion of the individual's personal privacy.

2. This response may be considered to be adverse in nature and if so interpreted, you may appeal this response. Should you decide to appeal this decision, you must write to the Office of Freedom of Information no later than 60 calendar days from the date of this letter. Include in your appeal the reasons for requesting reconsideration and a copy of this letter. Address your letter as follows:

Office of Freedom of Information
Appeals and Litigation Branch
Atte: Mr. James Hogan
1155 Defense Pentagon
Washington DC 20301-1155

Sincerely


JOHN H. BORDELON
Major General, USAF
Chief of Staff

Partial Release Documents

- 16 Congressional Fact Sheets

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**USNORTHCOM REAL-WORLD RESPONSE ACCOMPLISHMENTS
MARCH 2009
CONGRESSIONAL FACT SHEET**

At USNORTHCOM, homeland defense is our number one priority. During 2008, we enhanced our missile defense capabilities with the incorporation of the Sea-Based X-Band Radar. This mobile, self-propelled, floating radar platform helps protect the homeland from potentially hostile acts and is a key asset in the Ground-Based Midcourse Defense (GMD) system. In addition to our homeland defense mission, we also provide assistance in support of civil authorities during instances of man-made or natural disasters. While most incidents are resolved at local and state levels, federal support is provided upon request from state authorities to the President. USNORTHCOM may preposition forces at nearby military or federal facilities in anticipation of requests for support, but will not employ forces without an approved request from civil authorities or direction from the President of the United States. Improvements in interagency coordination have led to an anticipatory operational sequence that reacts quickly when needed. USNORTHCOM, in collaboration with the Joint Staff, Office of the Secretary of Defense for Homeland Defense and Americas' Security Affairs, and the Department of Homeland Security has developed 26 pre-scripted mission assignments to respond to predetermined requests for assistance that streamline federal response activation.

The 2008 Defense Support of Civil Authorities (DSCA) Joint Staff execute order (EXORD) puts into operation the USNORTHCOM's DSCA plan and incorporates planning for both scheduled support and no-notice operations. Based on support during real-world incidents and exercise lessons learned, we continue to improve processes and structures as well as strengthen key relationships to facilitate our support to civil authorities. The following are specific developments in federal response coordination, particularly in support of the Federal Emergency Management Agency (FEMA):

- * The 2008 DSCA EXORD grants the USNORTHCOM Commander the ability to establish operational staging areas, federal mobilization centers and DOD base support installations in support of FEMA, as well as to deploy airborne firefighting systems upon receipt of a request for assistance from a primary federal agency.
- * The Commander of USNORTHCOM can place the following assets on 24-hour prepare-to-deploy orders: medium and heavy lift support helicopters, fixed wing search aircraft, communications support packages, patient movement capability, a Joint Task Force Headquarters for command and control of federal military forces, a forward surgical team and a Deployable Distribution Operations Center.
- * USNORTHCOM has full-time Defense Coordinating Officers (DCOs) in each FEMA region who have established relationships with state adjutant generals and the FEMA/Joint Field Office.
- * USNORTHCOM has hosted or participated in important conferences such as the 2008 Emergency Preparedness Liaison Officer Conference and 2008 National Hurricane Conference, as well as the National Guard Bureau (NGB)-USNORTHCOM co-sponsored 2009 States and Territories Hurricane Response Workshop.
- * USNORTHCOM coordinates with the Coast Guard and NGB on a Joint Search and Rescue Center for large-scale operations to support a coordinated federal search and rescue effort, preposition DOD-rescue assets based on NGB gap analysis, and provide airspace de-confliction.

USNORTHCOM supported primary federal agencies over a wide array of events during 2008 and early 2009 ranging from the most robust pre-landfall hurricane operations ever undertaken to medical support during the Presidential Inauguration. On September 2nd 2008, in a true test of our flexibility and breadth in civil support, all 10 DCOs deployed around the country supporting multiple scheduled and response events. The following activities highlight DOD response and preparedness to support civil authorities:

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Hurricanes Gustav, Hanna, and Ike occurred over a 13-day period while USNORTHCOM was also supporting the Democratic and Republican National Conventions and the National Interagency Firefighting Center (NIFC). Ultimately, USNORTHCOM executed 76 FEMA requests and maintained the ability to respond and provide assets when needed.

- * Hurricane Gustav – In collaboration with FEMA, USNORTHCOM deployed DCOs and Defense Coordinating Elements (DCEs) to FEMA Region IV (Austin) and Region VI (Baton Rouge). USNORTHCOM conducted 723 medical evacuations and 6,104 population evacuations in advance of the hurricane and designated military installations as FEMA National Logistics Staging Areas (NLSA). In addition, for the first time, the Canada-U.S. Civil Assistance Plan was used when we called upon Canada to provide air assist for recovery operations.
- * Hurricane Hanna – While shifting to recovery operations for Hurricane Gustav, USNORTHCOM deployed DCOs/DCEs along the hurricane impact zone.
- * Hurricane Ike – In anticipation of Hurricane Ike, USNORTHCOM prepositioned forces to support hurricane response and deployed DCOs. USNORTHCOM provided air assets to support 1,200 patient evacuations and also identified NLSAs from which 12 million meals, 16 million gallons of water, 13 million pounds of ice, and 495,000 tarps were distributed to hundreds of thousands of citizens. The Joint Personnel Recovery Center coordinated the operation of DOD rescue assets with those of the Texas National Guard and U.S. Coast Guard. In all, federal and state aviation assets rescued 323 people. Post-landfall, the USS Nassau anchored off the Texas coast to provide support to numerous disaster recovery teams and distributed 16,440 meals, 13,835 cases of water and 25,285 bags of ice. All this was done under the leadership of USNORTHCOM.

From June through August 2008, USNORTHCOM supported FEMA and NIFC's request for assistance during Southern California firefighting operations. While NIFC, under the direction of the U.S. Department of Agriculture, was the primary agency responsible for the employment of air assets in support of the wildfires, the unified effort among USNORTHCOM, the NG and DHS was a model for interagency integration. USNORTHCOM responded efficiently and rapidly to all requests:

- * Eight Modular Airborne Firefighting System (MAFFS) units added a surge capability to the 19 U.S. Forest Service-contracted air tanker fleet that was providing aerial assault on wildfires across California in 2008. MAFFS-equipped aircraft flew 480 sorties over 42 days, dropping 1.3 million gallons of retardant. Additionally, USNORTHCOM provided 10 helicopters that flew 182 sorties and dropped 217,667 gallons of water.

USNORTHCOM also supports civil authorities in National Special Security Events (NSSEs) and federal law enforcement activities. Over the past 13 months, we have offered extensive support to civil authorities during 10 NSSEs, including five directly related to the 2008 Presidential Inauguration. Support to civil authorities for these special events answered multiple requests for consequence management, communications and medical capabilities.

Additionally, USNORTHCOM provided planned support to meet requests from federal law enforcement agencies by coordinating 60 missions to help combat narcotics trafficking. In support of civilian law enforcement's counternarcotics efforts, USNORTHCOM employed joint air, ground, and maritime sensors along the nation's southwest and northern borders and coasts, supported U.S. Border Patrol's request for enhanced tactical infrastructure along the southwest border, and provided other support such as transportation and tunnel detection capabilities. USNORTHCOM's support to federal agencies through the counternarcotics mission enhances national security by leveraging existing DOD capability to not only curtail drug flow into the United States, but also diminish related potential terrorist activity.

Each real-world incident is an opportunity to refine response capabilities and diminish ambiguities. Since Hurricane Katrina, coordination and communication with DHS, NGB, and interagency partners have significantly improved and helped develop better operational outcomes. USNORTHCOM and our partners are prepared to support state and national leadership while defending the homeland.

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North American Aerospace Defense Command (NORAD) Northern Sovereignty Operations

March 2009

NORAD prevents air attacks against North America and safeguards the sovereign airspaces of the United States and Canada by responding to unknown, unwanted, and unauthorized air activity approaching or operating within these airspaces. The renewal of the NORAD Agreement in May 2006 added a maritime warning mission, which entails a shared awareness and understanding of the activities conducted in U.S. and Canadian maritime approaches, maritime areas and internal waterways.

The term NORAD Northern Sovereignty Operations describes our activities 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.

To facilitate aircraft identification, the United States and Canada have established Air Defense Identification Zones (ADIZ). The Canadian and U.S. ADIZs are areas of recognized airspace surrounding North America, which enables identification of aircraft well before they enter U.S. or Canadian sovereign airspace. Sovereign airspace is generally defined by a country's international borders and extends out 12 nautical miles from the country's coastline.

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 publically announced their intent to resume a more robust schedule of long-range aviation activity. Since then Russian long-range 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 US and/or Canadian ADIZs.

If aircraft have not provided prior notice via such means as a flight plan, or are not in compliance with air traffic control instructions, they are detected and labeled as an unknown aircraft. It is the responsibility of NORAD to respond appropriately to any unknown aircraft.

NORAD is postured to ensure aerospace control for the United States and Canada. We maintain an extensive radar system around North America and have aircraft located throughout the United States and Canada that can respond quickly to any unidentified flights approaching North America.

In 2005, both the Russian 37th Air Army Commander and the Chief of the General Staff visited our headquarters. During their visits, Commander NORAD proposed more transparency between NORAD and the 37th Air Army. Several initiatives were discussed, such as announcing exercises or flights prior to

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their commencement. After initial progress on these initiatives, they were put on hold following the Russian conflict with the Republic of Georgia in August 2008.

Our response to Russian long-range aviation is an excellent example of the NORAD bi-national agreement in action. When conducting Northern Sovereignty Operations, American and Canadian forces, under the control of the Alaskan and Canadian NORAD regions, seamlessly coordinate operations and provide mutual support.

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**UNITED STATES NORTHERN COMMAND'S (USNORTHCOM)
GROUND-BASED MIDCOURSE DEFENSE (GMD) MISSION**

USNORTHCOM is responsible for directing missile defense operations to protect the homeland from potentially hostile acts. To meet that requirement, we achieved GMD Limited Defensive Operations capability on 1 Oct 04.

To perform our missile defense mission, our focus is threefold.

- Sustain the current Ground-Based Interceptor fleet located at Vandenberg Air Force Base, California and Fort Greely, Alaska
- Develop realistic training simulations to train as we fight
- Create a more robust architecture that enables day-to-day operations and continues ongoing concurrent research and development activities

We are working closely with the Missile Defense Agency (MDA) and U.S. Strategic Command on these issues.

MDA's annual test program consists of two Ground Test Events (GTE) and one or two flight tests per year. One of our major challenges is to balance GMD Operation with Research, Development, Test, and Evaluation activities and ensure GMD tests are as operationally realistic as possible. To aid in achieving this balance and operational focus, USNORTHCOM missile defense crews are now involved in all GTEs and have increasing involvement in flight tests, particularly as they become more operationally focused. To this end, USNORTHCOM crews have operated the fire control consoles during the last four flight tests.

Our other major challenge is creating a more robust test schedule. MDA conducted ten GMD flight tests since 2001, of these ten, only one test occurred last year. Seven tests resulted in successful intercepts; three flight tests failed to launch. The latest GMD test was on 5 Dec 08 and resulted in a successful intercept over the Eastern Pacific Ocean. Data analyzed from these tests supports future development and improvements to the system, helps validate MDA models and simulations, and builds confidence in GMD capabilities. From USNORTHCOM's perspective, every test, be it a successful intercept or not, allows for identification of capabilities and limitations, supports enhancements to the GMD, and incrementally increases our ability and confidence in the system.

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USNORTHCOM'S ROLE IN HURRICANE PREPAREDNESS AND RESPONSE

JUNE 2009

Congressional Fact Sheet

U.S. Northern Command (USNORTHCOM) was established on October 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.

Bottom Line: When approved by the President or the Secretary of Defense, USNORTHCOM supports the primary federal agency, in the case of a hurricane this typically is the Federal Emergency Management Agency (FEMA), by conducting operations to save lives, reduce suffering and protect the infrastructure of our homeland. DOD support may be requested by the Department of State in response to requests from other countries within the USNORTHCOM area of responsibility.

Background.

- DOD support is provided at the direction of the President or Secretary of Defense in accordance with the National Response Framework
- USNORTHCOM is the DOD lead for Defense Support of Civil Authorities (DSCA) within the continental United States, Alaska, Virgin Islands and Puerto Rico; Concept Plan 3501, Defense Support of Civil Authorities, establishes the conditions for operations under the National Response Framework
- Hurricane relief is conducted as a team effort among federal, state, tribal and local governments, as well as non-governmental organizations
- USNORTHCOM is coordinating an update to the Chairman of the Joint Chiefs of Staff's DSCA standing execute order (EXORD) based on lessons learned during the 2008 hurricane season
 - The EXORD provides the USNORTHCOM Commander the authority, in coordination with supporting commands and military departments, to establish operational staging areas, federal mobilization centers, national logistic support areas, and DOD base support installations to support FEMA
 - In anticipation of an emerging requirement, the USNORTHCOM Commander can place the following assets on 24-hour "prepare to deploy" orders: medium and heavy lift support helicopters, fixed-wing search aircraft, communications support packages, patient movement capability, a Joint Task Force for command and control of federal military forces, expeditionary medical support (including surgical capabilities), and a Joint Deployment Deployable Distribution Operations Center
 - With Secretary of Defense approval, the EXORD authorizes use of manned and unmanned Incident Awareness and Assessment (IAA) assets to provide Full Motion Video and high-quality, still imagery in real/near-real time
 - Using DOD Joint Terminal Attack Controller teams, USNORTHCOM has the capability to dynamically re-task airborne IAA—a capability identified as critical during the rapidly changing hurricane and wildland firefighting responses in 2008

USNORTHCOM Preparations for the 2009 Hurricane Season.

- Continues to resource and train Defense Coordinating Officers (DCOs) and their elements through U.S. Army North

- Located in each of the ten FEMA regions, the DCOs and their staffs conduct continuous coordination with the regional federal and state response organizations, including participation in the state and regional planning events and exercises
- All ten DCOs have pre-identified FEMA regional contingencies for the hurricane response, including a back-up DCO to ensure response preparedness and redundancy
- Participates in planning sessions, tabletop exercises, and the National Level Exercise Program to coordinate efforts with all hurricane response stakeholders. Conferences and exercises in 2009 include:

DCO/Federal Coordinating Officer Training Conference	USNORTHCOM-National Guard Bureau (NGB) Hurricane Conference
USNORTHCOM/Interagency Logistics and Engineering Conference	National Emergency Preparedness Liaison Officer Conference
Rehearsal of Concept Hurricane Drill	National Hurricane Conference
FEMA Hurricane Tabletop Exercise	U.S. Transportation Command /Hurricane Tabletop Exercise

- Continues to work closely with the FEMA Gap Analysis Program to enhance disaster response capabilities at the local, state, and federal levels by identifying potential shortfalls and building strategic capability to address those shortfalls
 - The program assesses seven critical areas including: transportation and evacuation, communications, temporary emergency power, mass care and emergency assistance, logistics management and resource support, public health, as well as search and rescue
- Maintains awareness of potential state hurricane response capability shortfalls and maintains a database of Title 10 capabilities that can be used to supplement state hurricane response forces in conjunction with FEMA and the National Guard
- Reviewed all current DOD pre-scripted mission assignments to ensure a rapid response when required
- Coordinated Deployable Cell Tower packages with the Department of Homeland Security (DHS) and the NGB, which include over 100 cell phones, over 40 laptop computers with associated air-cards, long haul satellite connectivity, and radio bridging equipment that provides an early entry capability to facilitate communications interoperability among DOD, Federal, and local first responder personnel
- Identified a series of deployed communication options from each Service that can quickly adapt to support FEMA's pre-scripted mission assignments and the needs of a request for forces from a joint task force
- Developed procedures with U.S. Air Forces Northern (AFNORTH) to improve coordination and provide de-confliction of airborne rescue assets
- Established a Joint Personnel Recovery Center, through AFNORTH, to assist state search and rescue agencies and coordinated with the U.S. Coast Guard and National Guard Bureau on a Joint Search and Rescue Center for large-scale operations
- Established a full-time National Guard watch position in the NORAD and USNORTHCOM Command Center with connectivity to the NGB Joint Operations Center to ensure routine coordination of operational missions conducted in State Active Duty or Title 32 status
- Supported FEMA's operational logistics planning for all-hazard contingencies described by the 15 National Planning Scenarios, including hurricanes
- Participated with FEMA and state agencies in Texas, Virgin Islands and Puerto Rico in developing/rehearsing evacuation and logistical plans
- Developed an initiative in DOD for use of the DHS Homeland Security Information Network in supporting command centers including the North American Aerospace Defense Command, USNORTHCOM, U.S. Transportation Command and the National Military Command Center

Summary: USNORTHCOM is ready to provide robust support to civil authorities during the 2009 hurricane season. We incorporated lessons learned into operational planning, and conducted rigorous exercises to hone capabilities. Even as we act to support civil authorities in responding to natural disasters, we continue to maintain a strong focus on our other mission of homeland defense.

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LEGISLATIVE PROPOSAL FOR ACTIVATION OF FEDERAL RESERVE FORCES FOR DISASTERS

JUNE 2009

Congressional Fact Sheet

The Department of Defense (DOD) has submitted for consideration in the Fiscal Year 2010 National Defense Authorization Act a proposal to authorize the Secretary of Defense to order Army Reserve, Air Force Reserve, Navy Reserve, and the Marine Corps Reserve, to active duty for a major disaster or emergency. This proposal would amend chapter 1209 of title 10, United States Code, by inserting a new section authorizing the Secretary of Defense to order any unit or member of the Army Reserve, Air Force Reserve, Navy Reserve, and the Marine Corps Reserve, to active duty for a major disaster or emergency, as those terms are defined in section 5122 of title 42, U.S. Code, for a continuous period of not more than 120 days.

This legislative proposal would make the significant capabilities of the Army Reserve, Air Force Reserve, Navy Reserve, and Marine Corps Reserve available to the Secretary of Defense to assist civil authorities in responses to major disasters and emergencies, thus enabling a truly Total Force approach to disaster response. The Federal Reserve forces represent a significant capability, embedded in thousands of communities throughout our nation, which, with the exception of national emergencies, cannot be ordered to active duty to assist the primary Federal agency's response to major disasters or emergencies, even in circumstances when Reserve units may be closest to the disaster area and thus the most timely and cost-effective response.

This proposed new Title 10 section would also implement the recommendation of the Commission on the National Guard and Reserves that the "mobilization authorities for Federal Reserve forces to respond to emergencies should be expanded" to "provide the authority to involuntarily mobilize Federal Reserve components for up to 60 days in a four-month period and up to 120 days in a two-year period."

It is further important to note that certain DOD capabilities reside exclusively or in significant numbers in the Federal Reserve forces, such as aerial spray, "Hurricane Hunter" weather reconnaissance, combat surgical hospitals, search and rescue, aeromedical evacuation, mortuary affairs, engineering and logistical support. As a few examples, the President or Secretary of Defense currently does not have the legal authority to activate the following assets in response to a natural disaster or emergency:

- 560th RED HORSE Squadron, Air Force Reserve Command, Charleston, South Carolina
- Helicopter Anti-Submarine Squadron Seventy Five [HS 75], U.S. Navy Reserve, Jacksonville, Florida
- 4th Landing Support Battalion, Marine Forces Reserve, New Orleans, Louisiana
- 926th Engineer Group, U.S. Army Reserve, Montgomery, Alabama

With Active Duty and National Guard forces strained by operations abroad, it is critical that the significant capabilities of the Federal Reserve forces be available to assist civil authorities in the case of major disasters or emergencies. The Federal Reserve forces' capabilities are available for incidents involving the use or threat of weapons of mass destruction or a threat or attack by terrorists, under the authority of subsection 12304(b) of title

10, U.S. Code. The ability to activate Federal Reserve forces for major disasters or emergencies would provide the primary Federal agency the most rapid and effective military response.

From an historical perspective, in two 1993 reports on the Hurricane Andrew response and then again thirteen years later in a report on the Hurricane Katrina response, the Comptroller General of the United States identified the disparity in activation authorities and recommended Congress grant the Secretary of Defense the authority to activate Federal Reserve forces for natural disasters.

The DOD proposed language, as approved by the Office of Management and Budget, states:

SEC. ____ AUTHORITY TO ORDER ARMY RESERVE, NAVY RESERVE, MARINE CORPS RESERVE, AND AIR FORCE RESERVE TO ACTIVE DUTY TO PROVIDE ASSISTANCE IN RESPONSE TO A MAJOR DISASTER OR EMERGENCY.

(a) AUTHORITY.—

(1) IN GENERAL.—Chapter 1209 of title 10, United States Code, is amended by inserting after section 12304 the following new section:

“§ 12304a. Army Reserve, Navy Reserve, Marine Corps Reserve, and Air Force Reserve: order to active duty to provide assistance in response to a major disaster or emergency

“(a) AUTHORITY.—Notwithstanding any other provision of law, to provide assistance in responding to a major disaster or emergency (as those terms are defined in section 102 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122)), the Secretary of Defense may, without the consent of the member affected, order any unit, and any member not assigned to a unit organized to serve as a unit, of the Army Reserve, Navy Reserve, Marine Corps Reserve, and Air Force Reserve, under the jurisdiction of that Secretary to active duty for a continuous period of not more than 120 days.

“(b) EXCLUSION FROM STRENGTH LIMITATIONS.—Members ordered to active duty under this section shall not be counted in computing authorized strength of members on active duty or members in grade under this title or any other law.

“(c) TERMINATION OF DUTY.—Whenever any unit or member of the Reserves is ordered to active duty under this section, the service of all units or members so ordered to active duty may be terminated by order of the Secretary of Defense or law.”

(2) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter is amended by inserting after the item relating to section 12304 the following new item:

“12304a. Army Reserve, Navy Reserve, Marine Corps Reserve, Air Force Reserve: order to active duty to provide assistance in response to a major disaster or emergency.”.

(b) TREATMENT OF OPERATIONS AS CONTINGENCY OPERATIONS.—Section 101(a)(13)(B) of such title is amended by inserting “12304a,” after “12304.”.

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U.S. Northern Command (USNORTHCOM) was established on October 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.



USNORTHCOM'S INTERACTION WITH THE MEXICAN MILITARY

Congressional Fact Sheet

October 2009

Today, Mexican and USNORTHCOM military officials experience collaborative relationships, based on trust and confidence, which are critically important to future cooperation and mutual support. We are working together with the Mexican military to build long-term partnership capacities and defense strategies to counter shared transnational threats and security concerns that respect the sovereignty of Mexico and the U.S. This cooperation will assist in the battle against extremely violent drug trafficking organizations along the U.S.-Mexico border threatening to undermine the safety and security of the Mexican and American people. – General Gene Renuart, Commander of USNORTHCOM

USNORTHCOM provides command and control of Department of Defense (DoD) homeland defense efforts and coordinates defense support of civil authorities when DOD support is requested. USNORTHCOM's area of focus encompasses the continental U.S., Alaska, Canada, Mexico, Bahamas, Puerto Rico, Virgin Islands and surrounding water out to approximately 500 nautical miles, including the Gulf of Mexico and Straits of Florida.

Over the past three years, USNORTHCOM and the Mexican military have worked in partnership to build long-term capacities and a defense strategy to counter mutual security threats. During the past year, USNORTHCOM and the Mexican military have conducted several hundred high-level visits by members of the militaries and interagency communities, including the Mexican Ambassador to the U.S. These visits, conferences, and meetings have worked to improve Mexican officials' understanding of USNORTHCOM's mission in defending North America and USNORTHCOM's understanding of Mexican military requirements. In addition to these top-level visits, numerous outreach programs are ongoing that pave the way for improved coordination in areas such as bilateral planning initiatives, information sharing, and regional security initiatives to combat the flow of illegal weapons and drugs. One example is the USNORTHCOM hosted Mexico, Guatemala, and Belize Cross-Border Collaboration Workshop, facilitated by the Center for Hemispheric and Defense Studies, that brought together leaders from each of the three countries that deal with border security, as well as USSOUTHCOM.

Theater Security Cooperation

Security cooperation is a key element of global and theater shaping operations and involves all DoD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a region.

USNORTHCOM's long-range security cooperation vision focuses on establishing a continental defense architecture where the U.S. works with its neighbors in deterring, preventing, and if necessary, defeating mutual threats. USNORTHCOM theater security cooperation activities, focused on building partner capacity, provide more effective partnerships for achieving this vision.

Military-to-Military (Mil-Mil) Relations

Recent visits from senior leaders from the Mexican Secretariat of the Army/Air Force (SEDENA) and the Secretariat of the Navy (SEMAR) demonstrate the improved relationship between the U.S. and Mexico militaries.

The Vice Chiefs of Defense from both Secretariats visited USNORTHCOM in March 2009, each have sent fellows from their respective War Colleges to visit USNORTHCOM annually, and USNORTHCOM hosted senior officers to observe NORAD and USNORTHCOM exercises that dealt with multiple homeland defense missions, such as operations to counter air, maritime, and port threats; protection of critical infrastructure; and maritime interception operations. Also observed during these exercises was civil support consequence management operations from terrorist attacks and natural disasters, venues that are critical in helping our partners understand USNORTHCOM's roles, mission, and capabilities, and strengthen mil-mi relationships.

The defense relationship with SEDENA is more open and effective than ever, and shows continuous improvement. USNORTHCOM and SEDENA are engaged in mil-mil cooperation on exercises, education, training, and equipment. Command engagements have been highly successful in fostering enhanced cooperation and collaboration. The August 2009 addition of the first SEDENA foreign liaison officer (LNO) to HQ, USNORTHCOM has greatly enhanced coordination and cooperation between USNORTHCOM and SEDENA, and a General Security of Military Information Agreement (GSoMIA) with SEDENA is expected to be signed very soon. Recent high-level SEDENA visitors to USNORTHCOM include the Secretary of National Defense and the Commander of the Mexican Air Force. These visits focused on expanding areas of security cooperation into key areas of military organization and promoting additional transparency in regard to alleged human rights violations by members of SEDENA as they assist civilian law enforcement agencies in their struggle against multinational drug cartels.

USNORTHCOM has had unprecedented success in establishing a positive relationship with SEMAR, and we view the Mexican Navy as an important partner. The Secretariat of the Navy's key mission areas, such as interdiction of maritime transnational threats, protection of cruise ships and ports used by foreign visitors, as well as the protection of critical infrastructure, clearly demonstrate that the U.S. and Mexico share many areas of mutual interest that are vital to the security of each country and the continent. SEMAR has expressed a willingness to significantly increase its engagement with USNORTHCOM in numerous areas such as: intelligence and information-sharing, education, training, and participation in exercises with the U.S. Coast Guard and U.S. Navy. An important element of success in this partnership-building effort is the presence of the Mexican Navy Foreign LNO at USNORTHCOM, now in its third year, which allows continuous communication and coordination with SEMAR on training, planning, and combined operations. The signing of a GSoMIA with SEMAR on 16 Sep 08 provided another important step that is greatly facilitating the information sharing process.


Conclusion

The greatest enabler for security cooperation with Mexico is the focus on defeating violent criminal drug trafficking networks and battle for control of areas in Mexico that are currently ungoverned. This focus provides USNORTHCOM with a unique opportunity to significantly increase military-to-military cooperation, which focuses mainly on building the counterterrorism and counterdrug capabilities of the Mexico Armed Forces.

The success of our mission to protect the U.S. relies heavily on the effectiveness of our neighbors. We have an unprecedented opportunity presented by the Mexican government to help them defeat the growing transnational threat to both of our homelands.

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USNORTHCOM'S ROLE IN SOUTHWEST BORDER SECURITY

MARCH 2009

Congressional Fact Sheet

U.S. Northern Command (USNORTHCOM) was established Oct. 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate defense support of civil authorities. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands and surrounding waters out to approximately 500 nautical miles.

Criminal activity in the United States arising from Mexican drug cartels is first and foremost an issue of border security and law enforcement. The Homeland Security Act of 2002 assigns the Secretary of Homeland Security the responsibility for security of our nation's borders. USNORTHCOM's role in the border security mission is to provide support to civil authorities, principally the Department of Homeland Security, when directed by the President or Secretary of Defense. DOD support would be requested by the Department of Homeland Security only if their Components' capacity is exceeded or they do not have the resident capabilities to fulfill the mission.

USNORTHCOM is supporting the Department of Homeland Security in their ongoing southwest border violence planning efforts and is part of their Operations Planning team. The USNORTHCOM family of plans addresses potential requirements for consequence management, to include support to border states. In addition, through our subordinate units and component commands, we have structures in place to provide for command and control capability and longstanding relationships with civilian law enforcement agencies. In all cases, USNORTHCOM's involvement in border security operations is within parameters set by the Secretary of Defense and supports the efforts of governors and/or civilian law enforcement agencies.

USNORTHCOM has directed US Army North, our Joint Force Land Component Command, as lead Operational Authority for counterdrug and counterterrorism in the USNORTHCOM area of responsibility. Army North and Joint Task Force North (JTF North) sustain important relationships with federal law enforcement agencies and National Guard counterdrug task forces engaged in securing our nation's borders against drug traffickers and their associated activities. Army North and JTF North collaborate with operational-level leaders in Customs and Border Protection; Immigration and Customs Enforcement; U.S. Coast Guard; Drug Enforcement Administration; Federal Bureau of Investigation; Bureau of Alcohol, Tobacco Firearms and Explosives; National Guard Bureau; and State Joint Force Headquarters leadership in the states where JTF North operates. These relationships foster timely and responsive military support to law enforcement and provide greater interagency synchronization to deter and prevent drug traffickers and associated transnational threats.

JTF North will continue to support law enforcement agencies in the war against illegal drugs and associated transnational threats through the application of DOD capabilities when directed and in accordance with U.S. law. Among these capabilities is intelligence support, which includes employing military intelligence analysts to develop operational intelligence products that we can share with our interagency partners for their use in early cueing, warning and interdiction operations. JTF North also provides operational support which includes detection missions using a variety of sensors that are unique to the DOD in order to improve a supported law enforcement agency's ability to detect, monitor and interdict drug traffickers and associated transnational threats.

Through JTF North, USNORTHCOM has employed unmanned aerial systems along the southwest border in support of Customs and Border Protection. While conducting unmanned aerial system training, real time imagery

supports civilian law enforcement agencies in detecting and apprehending illegal traffickers in Arizona. JTF North also supports federal law enforcement agencies with training in order to increase civilian law enforcement capabilities, particularly in the areas of intelligence analysis and mission planning.

Engineering support provided through JTF North denies mobility to threat organizations and enhances the movement of law enforcement agencies along the southwest border. These missions have included, and may continue to include, construction of roads, bridges and fences, as well as installing area lighting to improve the ability of law enforcement officers to move, identify and respond to threats crossing the border.

Lastly, the ongoing existence, use and construction of cross-border tunnels represent an ongoing threat to the homeland. Civil law enforcement agencies have identified more than 100 cross-border tunnels entering the United States from Mexico. JTF North fields requests annually to bring militarily unique capabilities to find tunnels on the southwest border of the United States.

USNORTHCOM is actively pursuing improved tunnel detection and characterization capabilities. USNORTHCOM, along with U.S. Central Command and U.S. Army Corps of Engineers, is spearheading a Department of Homeland Security and Department of Defense sponsored Joint Capability Technology Demonstration—the Rapid Reaction Tunnel Detection Defeat Counter Tunneling Initiative—to develop a baseline analysis of tunneling along the southern border. Through the use of initiatives such as fiber optics and robotics, this system will detect, classify, localize and characterize tunnel construction in order to identify future tunneling and thus reduce illicit smuggling.

A key prevention measure, acting to increase Mexico's capability to address security challenges and prevent violence, is military-to-military engagement with Mexico. As the U.S. Combatant Command with responsibility for North America, USNORTHCOM leads Theater Security Cooperation activities with Mexico. Security cooperation builds defense relationships to promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a region.

Through our Theater Security Cooperation Plan and civil engagement activities, USNORTHCOM plays a significant role in assisting the Mexican military and civil authorities to improve the security situation in Mexico through the execution of our various ongoing train and equip programs, including:

- The President's three-year Merida Initiative for FY08: this program provides \$116.5 million in Foreign Military Financing to purchase 5 Bell 412 helicopters, 1 CASA aircraft, and ion scanners for use by the Mexican Armed Forces
- Section 1206 assistance: \$13.0 million for equipment such as Night Vision Goggles, Rigid Hull Inflatable Boats, personal protective equipment, and digital media forensics
- Counterdrug support: \$25.0 million for pilot training, specialized skills training, intelligence training, etc.
- Overseas Humanitarian Disaster Assistance and Civil Aid: \$1.25 million for hazardous materials response potentially relevant to a WMD event
- Program Budget Decision 709: \$2.6 million for knowledge exchanges on disaster response, including Incident Command Systems and WMD
- Army North-facilitated training support in the areas of Night Vision Goggles maintenance, Explosive Ordnance Disposal/Hazardous Material team training, and Aviation Training

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North American Aerospace Defense Command United States Northern Command



Congressional Fact Sheet JUNE 2009

Vancouver 2010 Olympic and Paralympic Winter Games

Vancouver, British Columbia will host the XXI Olympic Winter Games 12-28 February 2010 and the X Paralympic Winter Games 12-21 March 2010. The Vancouver Organizing Committee anticipates 5,500 athletes and officials from more than 80 countries will participate in the XXI Olympic Winter Games and 1,350 athletes and officials from more than 40 countries will participate in the X Paralympic Winter Games.

Events of such magnitude and duration as the Vancouver 2010 Olympic and Paralympic Winter Games in the vicinity of the U.S.—Canadian border pose security planning challenges to both nations. Representatives from all governments (Federal, State, and Provincial) have worked collaboratively within their jurisdictions since 2006 to ensure the security of the Games. The Royal Canadian Mounted Police (RCMP) is the Canadian national police force, and a federal agency within the Canadian Ministry of Public Safety. Security planning for the 2010 Winter and Paralympics Games is led by the RCMP through the Vancouver 2010 Integrated Security Unit in consultation with the Government of Canada, the Government of British Columbia, and the Vancouver 2010 Organizing Committee. The U.S. Department of Homeland Security is the primary federal agency for security in the United States.

Military forces assigned to the North American Aerospace Defense Command (NORAD) will defend the airspace, thereby providing air security during the Games, and provide maritime warning information along the approaches to the United States and Canada. Canada Command will support the RCMP, as appropriate, with security operations in Canada. In the United States, U.S. Northern Command (USNORTHCOM) is prepared to support the Department of Homeland Security as directed by the President or the Secretary of Defense.

North American Aerospace Defense Command

NORAD is a bi-national organization in which the militaries of the United States and Canada are charged with the missions of aerospace warning and aerospace control for North America. Aerospace warning includes the monitoring of man-made objects in space, and the detection, validation, and warning of attack against North America whether by aircraft, missiles, or space vehicles, through mutual support arrangements with other commands. Aerospace control includes ensuring air sovereignty and air defense of the airspace of Canada and the United States. The renewal of the NORAD Agreement in May 2006 added a maritime warning mission, which entails a shared awareness and understanding of the activities conducted in U.S. and Canadian maritime approaches, maritime areas and internal waterways.

NORAD, in coordination with the RCMP, will be postured to deter, detect, and if necessary, defeat aerospace threats; support management of air security; and provide timely warning of maritime threats to the 2010 Vancouver Winter Games. The airspace, geography and weather of British Columbia's lower mainland are extremely complex and present significant planning challenges in regard to air security and defense. NORAD will build on its successes and lessons learned in previous events, such as the 56th Presidential Inaugural, the 2008 Democratic and Republican National Conventions, and the XIX Olympic Winter Games in Salt Lake City, Utah to keep the skies over the Vancouver 2010 Olympic and Paralympic Winter Games secure.

United States Northern Command

USNORTHCOM was established on 1 October 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, Saint Pierre and Miquelon, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.

USNORTHCOM continues to engage with the Washington State 2010 Olympic Security Subcommittee as the state prepares for the Games. As the events draw nearer, a USNORTHCOM liaison officer will be present in the Washington State Olympics Coordination Center in Bellingham to maintain situational awareness and assist state officials. Any requests for federal assistance generated by the State of Washington will be submitted to the U.S. Department of Homeland Security, the primary federal agency for this event. If the Department of Homeland Security requests support from DOD, USNORTHCOM will act on the mission assignment at the direction of the President or Secretary of Defense.

USNORTHCOM has worked with its Canadian counterpart, Canada Command, to ensure ability to support its Concept of Operations for U.S. military support for the Games, if requested by the Government of Canada through the U.S. Department of State. Throughout the past year, our planners have met several times to collaborate and identify potential USNORTHCOM mission areas. An important tool for synchronizing efforts is the Canada-U.S. Civil Assistance Plan, which provides a framework for the militaries of the two countries to rapidly share capabilities in support of civil authorities across the border.

In January 2009, NORAD and USNORTHCOM hosted a Joint Planning Team conference with Canada Command, Joint Staff, Washington State and National Guard Bureau planners. The Joint Planning Team examined potential capabilities that may be required by Canada during a contingency operation. In April 2009, NORAD and USNORTHCOM hosted a second Joint Planning Team conference to finalize the plan to support Canada Command, if necessary, and to prepare a USNORTHCOM Commander's Estimate for submission to DOD. NORAD and USNORTHCOM are currently providing assistance to the Pacific area regional U.S. and Canadian coordination centers to further refine and source the needed assets, connectivity and procedures for seamless 24/7 security operations during these two events.

Canada is a vital security partner with the United States, and USNORTHCOM is committed to providing support to Canada when requested by the Canadian government and approved by our President or Secretary of Defense. Close coordination among Canada, Washington State, NORAD, USNORTHCOM and the National Guard Bureau and will continue until the Games are completed.

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**Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE)
Consequence Management Response Force (CCMRF)**

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE, pronounced "see-burney") incidents pose a great and foreseeable challenge to the security of the American people. A terrorist attack on U.S. soil or an accidental CBRNE incident could create catastrophic results that would likely overwhelm response capabilities of civil authorities. As a result, the Department of Defense has established a requirement for CBRNE Consequence Management Response Forces (CCMRF, pronounced "see-smurf") to be trained and ready to respond to requests from civil authorities to save lives and help mitigate pain and suffering.

Consisting of approximately 4,200 personnel, a CCMRF is a brigade-sized task force which operates under the authority of Title 10 of the United States Code. CCMRFs are self-sustaining and may be tailored to any CBRNE event. A CCMRF is composed of Army, Air Force, Marine and Navy units with unique CBRNE training and equipment and general purpose units trained to operate in a CBRNE environment. CCMRF capabilities include event assessment, robust command and control, comprehensive decontamination of personnel and equipment, HAZMAT handling and disposal, air and land transportation, aerial evacuation, mortuary affairs, and general logistical support to provide extended operations. The CCMRF augments the consequence management efforts of state and local first responders, National Guard forces, and federal agencies by providing complementary and unique capabilities when the effects of a CBRNE event exceed State civilian and National Guard capabilities.

In order for a CCMRF to be utilized, the governor or lead federal agency must request DOD assistance. This typically occurs when an emergency exceeds, or will exceed, the capabilities of local, state and other federal agencies. USNORTHCOM can then provide support, limited to the capabilities requested. When the scope of the disaster is reduced to the point that the primary agency or governor can again assume full disaster management without military assistance, USNORTHCOM will withdraw, leaving the on-scene experts to finish the job.

Because the mission of the CCMRF is disaster response and not law enforcement, it complies with the restrictions placed on the use of Federal military forces by the Posse Comitatus Act. Per Posse Comitatus, military forces cannot become directly involved in law enforcement, but are not restricted from providing disaster relief to civilian authorities. The CCMRF's mission, training, and equipment are for providing unique CBRNE disaster response assistance to our citizens in their time of greatest need, not for law enforcement.

The current fielding plan establishes three separate, identical CCMRFs to provide a response capability to multiple near-simultaneous CBRNE events. The first CCMRF is comprised primarily of Active Component units and was assigned to USNORTHCOM on October 1, 2008. The second and third CCMRFs will be primarily Reserve Component units and are scheduled to stand up in 2010 and 2011 respectively.

The units recently allocated to USNORTHCOM to comprise the CCMRF satisfy the Department of Defense's unique requirements of CBRNE consequence management. While capable of a wide variety of missions, units assigned to the CCMRF focus solely on those essential tasks that support state and local authorities in CBRNE mitigation efforts.

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United States Northern Command

U.S. Northern Command (USNORTHCOM) was established October 1, 2002 to provide command and control of Department of Defense (DoD) homeland defense efforts and to coordinate defense support of civil authorities when requested. USNORTHCOM defends America's homeland from external threats and aggression — protecting our people, national power, and freedom of action.

USNORTHCOM Mission

USNORTHCOM anticipates and conducts Homeland Defense and Civil Support operations within the assigned area of responsibility to defend, protect, and secure the United States and its interests.

USNORTHCOM's Area Of Responsibility (AOR) includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico, Bermuda, and St. Pierre & Miquelon (French Territory off NE coast of Canada), The Bahamas, Turks and Caicos Islands (British Overseas Territories (BOT)) and British Virgin Islands (also BOT) and the surrounding water out to approximately 500 nautical miles. It also includes the Gulf of Mexico and the Straits of Florida. The defense of Hawaii and our territories and possessions in the Pacific is the responsibility of U.S. Pacific Command. The commander of USNORTHCOM is responsible for theater security cooperation with Canada, Mexico, and Caribbean nations within the USNORTHCOM AOR.

Civil service employees and uniformed members representing all services, the National Guard, and the Reserves, work at USNORTHCOM's headquarters located at Peterson Air Force Base in Colorado Springs, Colorado.

USNORTHCOM consolidates under a single unified command missions that were previously executed by other DOD organizations. This provides unity of command, which is critical to mission accomplishment.

USNORTHCOM plans, organizes and executes homeland defense and civil support missions, but has few permanently assigned forces. The Command is assigned forces whenever necessary to execute missions, as ordered by the President or Secretary of Defense.

USNORTHCOM's homeland defense and civil support plans are vital to our Nation's ability to deter, prevent and defeat threats to our security, and assist civil authorities when called upon by the President or Secretary of Defense. We continue to adjust these plans as we evaluate lessons learned from exercises and real world operations. Since the inception of USNORTHCOM, our planning efforts with our mission partners, particularly Department of Homeland Security (DHS), the National Guard Bureau, and Canada Command, have matured significantly.

Our nation uses the 15 National Planning Scenarios as a vehicle to shape nation-wide planning efforts for terrorist attacks and synchronize planning for natural disasters such as hurricanes and earthquakes.

USNORTHCOM plans, such as CONPLAN 3501, Defense Support of Civil Authorities, address each of the National Planning Scenarios that may require USNORTHCOM support. We have established a close partnership with the DHS's Incident Management Planning Team to ensure DOD plans are integrated into the broader government-wide plans being developed by DHS. These plans address the range of activities across the prevention, protection, response, and the recovery phases for each of the National Planning Scenarios. In coordination with the Joint Staff, the Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, the National Guard Bureau, and DHS, we have developed a yearly civil disaster assistance Execute Order and 26 Pre-Scripted Mission Assignments to put specific capabilities on alert in order to respond to specific predetermined requests for assistance from designated primary agencies, which streamline DOD response activation.

USNORTHCOM's Defense Support of Civil Authorities mission includes disaster relief operations that occur due to fires, hurricanes, floods and earthquakes. Support also includes consequence management as a result of a terrorist or accidental event involving a weapon of mass destruction. The Command provides assistance to a Primary Agency when directed by the Secretary of Defense. USNORTHCOM also provides support to law enforcement agencies conducting counter-drug operations as authorized.

In providing civil support, USNORTHCOM generally operates through established Joint Task Forces subordinate to the Command. An emergency must exceed the capabilities of local, state, tribal and federal agencies and be requested by authorities before USNORTHCOM becomes involved. In most cases, support will be limited, localized and specific. When the scope of the disaster is reduced to the point that the Primary Agency can again assume full control and management without military assistance, USNORTHCOM will withdraw, leaving the on-scene experts to finish the job.

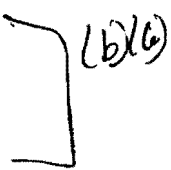
The Commander of USNORTHCOM also commands the North American Aerospace Defense Command (NORAD), a bi-national command responsible for aerospace warning, aerospace control, and maritime warning for Canada, Alaska and the continental United States.

USNORTHCOM Subordinate Commands:

- US Army North
 - Joint Task Force Civil Support
 - Joint Task Force North
- Marine Forces North
- Air Forces North
- Joint Task Force Alaska
- Joint Forces Headquarters National Capital Region
- USNORTHCOM Standing Joint Force Headquarters

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North American Aerospace Defense Command

The North American Aerospace Defense Command (NORAD) is a United States and Canada bi-national organization charged with the missions of aerospace warning and aerospace control for North America. Aerospace warning includes the monitoring of man-made objects in space, and the detection, validation, and warning of attack against North America whether by aircraft, missiles, or space vehicles, through mutual support arrangements with other commands. Aerospace control includes ensuring air sovereignty and air defense of the airspace of Canada and the United States. The renewal of the NORAD Agreement in May 2006 added a maritime warning mission, which entails a shared awareness and understanding of the activities conducted in U.S. and Canadian maritime approaches, maritime areas and internal waterways.

NORAD Missions

In close collaboration with homeland defense, security, and law enforcement partners, prevent air attacks against North America, safeguard the sovereign airspaces of the United States and Canada by responding to unknown, unwanted, and unauthorized air activity approaching and operating within these airspaces, and provide aerospace and maritime warning for North America.

To accomplish these critically important missions, NORAD continually adjusts its structure to meet the demands of a changing world. The commander is responsible to both the U.S. president and the Canadian prime minister. The commander maintains his headquarters at Peterson Air Force Base, Colorado. The NORAD and U.S. Northern Command (USNORTHCOM) Command Center serves as a central collection and coordination facility for a worldwide system of sensors designed to provide the commander and the leadership of Canada and the U.S. with an accurate picture of any aerospace or maritime threat. Three subordinate regional headquarters, located at Elmendorf Air Force Base, Alaska; Canadian Forces Base Winnipeg, Manitoba; and Tyndall Air Force Base, Florida, receive direction from the commander and control air operations within their respective areas of responsibility.

For the aerospace warning mission, the commander of NORAD provides an integrated tactical warning and attack assessment to the governments of Canada and the United States. To accomplish the aerospace control mission, NORAD uses a network of satellites, ground-based radar, airborne radar and fighters to detect, intercept and, if necessary, engage any air-breathing threat to Canada and the United States. In conjunction with its aerospace control mission, NORAD assists in the detection and monitoring of aircraft suspected of illegal drug trafficking. This information is passed to civilian law enforcement agencies to help combat the flow of illegal drugs into North America. The Command has developed an initial concept for implementing the new maritime warning mission.

Through outstanding bi-national cooperation, NORAD has proven itself effective in its roles of watching, warning, and responding. NORAD continues to play an important role in the defense of Canada and the U.S. by evolving to meet the changing threat. The events of September 11, 2001 demonstrated NORAD's continued relevance to North American security. Today, NORAD provides civil authorities with a potent military response capability to counter domestic airspace threats should all other methods fail.

While the national leadership of Canada and the U.S. continue to refine our response to the terrorist threat, NORAD's proven abilities and unique capabilities will remain a vital part of homeland defense.

NORAD Regions


The Alaskan NORAD Region (ANR) conducts airspace control within its area of operations and contributes to NORAD's aerospace warning mission. With its headquarters located at Elmendorf Air Force Base, Alaska, ANR provides an ongoing capability to detect, validate, and warn of any aircraft and/or cruise missile threat in its area of operations that could threaten North American security. ANR is supported by both active duty and Air National Guard units. Both 11th AF and the Canadian Forces provide active duty forces to the Alaskan Air and Space Operations Center. National Guard forces provide manning for the Alaskan Air Defense Sector to maintain continuous surveillance of Alaskan airspace with Alaskan Radar System long and short-range radars.

The Canadian NORAD Region (CANR) is headquartered with 1 Canadian Air Division in Winnipeg, Manitoba, CANR executes a variety of tasks to defend Canadian airspace, including identifying and tracking all aircraft entering Canadian airspace, exercising operational command and control of all air defense forces in CANR and operations in support of other government departments and agencies. 1 Canadian Air Division is responsible for providing CANR with combat-ready air forces to meet Canada's commitment to the defense of North America and maintain the sovereignty of North American airspace. CANR CF-18 Hornet fighter aircraft are on continuous alert to respond to any potential aerial threat to the safety of Canada and Canadians.

The Continental NORAD Region (CONR) provides airspace surveillance and control and directs air sovereignty activities for the continental United States (CONUS). Co-located with Headquarters First Air Force at Tyndall Air Force Base, Florida, a Combined Air Operations Center coordinates CONR sector activities and executes the NORAD air sovereignty mission for the continental United States. CONR plans, conducts, controls, and coordinates all Air Force forces for the Commander of NORAD. The best of the US Air Force and Air National Guard fighter inventory, the F-15 Eagle, F-16 Fighting Falcon and F-22 Raptor, fly as CONR's primary weapons systems. CONR is presently divided into two defense sectors: the Western Defense Sector, with its headquarters located at McChord Air Force Base, Washington; and the Eastern Defense Sector, with its headquarters located at Rome, New York. Within CONR is the National Capital Region (NCR) in the Washington DC area, which is protected by the NCR Integrated Air Defense System (NCR IADS) consisting of a system of radars, cameras, visual warning system, alert aircraft and Army air defense artillery assets.

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USNORTHCOM AND THE NATIONAL GUARD

JUNE 2009

Congressional Fact Sheet

U.S. Northern Command (USNORTHCOM) was established on October 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.

USNORTHCOM's Relationship with the National Guard. As the combatant command responsible for homeland defense and civil support for the majority of the United States and its territories, USNORTHCOM's relationship with the National Guard is critically important. The Command understands that National Guard forces are a fundamental element of the total force and essential to homeland security and defense. USNORTHCOM conducts homeland defense and civil support operations within the homeland that respect the responsibilities of both the President as Commander in Chief of federal forces and the governors as the commanders of their State National Guard.

Army and Air National Guard forces, either in Title 32 or state active duty status and under the command of their governor through the state adjutant general, have primary responsibility for providing military assistance during civil emergencies in all 50 states, Puerto Rico, Guam, the Virgin Islands, and the District of Columbia.

DOD provides support upon request from a primary federal agency and at the direction of the President or the Secretary of Defense. It is part of a team effort among federal, state, tribal and local governments, as well as non-governmental organizations. USNORTHCOM Concept Plan 3501, Defense Support of Civil Authorities, establishes the conditions for USNORTHCOM operations under the National Response Framework. When conducting civil support operations, federal military forces are authorized to consult and coordinate with civil authorities (including National Guard units and personnel operating in Title 32 status or in state active duty status) in the tactical-level execution of assigned tasks.

Defense Coordinating Officers are full-time, active duty Army colonels, who are liaisons among the primary federal agency, USNORTHCOM, and the National Guard's Joint Force Headquarters-State. When activated as part of a federal joint field office, they receive and coordinate requests for DOD support such as federal military personnel and equipment from the Federal Coordinating Officer. Part of the Defense Coordinating Officer's coordination activity, both before and after a disaster may be declared, is close coordination with relevant Joint Force Headquarters-State. This provides an emphasis on unity of efforts for the military response.

Today, USNORTHCOM's senior leaders meet regularly with their National Guard counterparts and state adjutants general to identify and resolve issues in advance of an emergency. Additionally, USNORTHCOM and National Guard Bureau's (NGB) action officers coordinate daily on a variety of deliberate and crisis-action planning requirements.

USNORTHCOM's and the NGB's operations centers are in constant communication with one another to ensure a common operational picture. USNORTHCOM and the NGB conduct training and exercises in concert for all Joint Force Headquarters-State and federal Joint Task Force Commanders and their staffs.

USNORTHCOM and the National Guard have successfully planned and conducted numerous exercises and real-world activities, which contribute to the defense, protection and security of the homeland. Every operation strengthens our ability to collaborate effectively.

Nearly ten percent of USNORTHCOM's current full-time military manpower is drawn from the Reserve Component. This is the highest percentage of Reserve Component staffing of the ten combatant commands. USNORTHCOM has benefited from the full-time National Guard and Reserve expertise, and the Command looks forward to full manning of their authorized full-time positions. Of the 21 total flag leaders in the North American Aerospace Defense Command and USNORTHCOM, ten are from the National Guard and Reserves.

USNORTHCOM's Advocacy for the National Guard. USNORTHCOM is a strong advocate for Reserve Component resourcing for the capabilities needed by National Guard and Reserve forces in support of homeland defense and civil support missions. In each of our annual Integrated Priority Lists and Program Objective Memorandum submissions to the DOD, USNORTHCOM advocates for resources to meet National Guard and Reserve capability shortfalls.

The Command supports the NGB initiative to establish the Defense Readiness Reporting System in all 54 states and territories. This is a five-year effort and, once completed, National Guard asset availability, capabilities, and readiness information will be available to the USNORTHCOM Commander for all homeland defense and civil support operations.

USNORTHCOM continues to look for ways to improve planning and operations with the National Guard. There is clear understanding that readiness of the Reserve Component is critical to homeland defense and civil support missions.

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USNORTHCOM'S ROLE IN SUPPORTING WILDLAND FIREFIGHTING

MAY 2009

Congressional Fact Sheet

U.S. Northern Command (USNORTHCOM) was established on October 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.

USNORTHCOM Responsibilities.

- USNORTHCOM Concept Plan 3501, Defense Support of Civil Authorities, provides the operational level framework for support to wildland firefighting.
- As directed by the Secretary of Defense, USNORTHCOM provides Title 10 resources to the National Interagency Fire Center (NIFC) in support of wildland firefighting operations in the continental United States, the U.S. Virgin Islands, Puerto Rico, and Alaska.
- All DOD support is provided at the direction of the President or Secretary of Defense.
- While NIFC, under the direction of the U.S. Department of Agriculture, is the primary agency responsible for the employment of assets in support of the wildfires, these operations are conducted as a team effort among federal, tribal, state and local governments, as well as non-governmental organizations.
- When directed, USNORTHCOM will support wildland firefighting operations to save lives, reduce suffering and protect our homeland's infrastructure.

DOD Wildland Firefighting Assets. USNORTHCOM is prepared to support NIFC with the following assets, as approved by the President or Secretary of Defense.

- **Defense Coordinating Officer and Defense Coordinating Element.** The Defense Coordinating Officer acts as liaison between the NIFC, the Joint Force Headquarters-State and USNORTHCOM, relaying DOD capabilities available to NIFC and coordinating movement of military personnel and equipment to assist should the need arise. The Defense Coordinating Element acts as administrative support to the Defense Coordinating Officer.
- **Military Airborne Fire-fighting System (MAFFS)-Capable Aircraft.** C-130 aircraft crews fly the actual MAFFS mission. The U.S. Forest Service owns the MAFFS, which are pressurized tanks that hold up to 3,000 gallons (30,000 lbs.) of flame-retardant liquid. This equipment is loaded into the aircraft's cargo area. Once airborne, the aircraft is directed by air liaison officers of the U.S. Forest Service, and led to

the fire site by a U.S. Forest Service lead plane. MAFFS aircraft drop retardant on a fire to inhibit the spread of flames.

- There are four mission-capable MAFFS wings, with two MAFFS systems assigned to each:
 - 146th Airlift Wing (Air National Guard), Channel Islands, California
 - 153rd Airlift Wing (Air National Guard), Cheyenne, Wyoming
 - 145th Airlift Wing (Air National Guard), Charlotte, North Carolina
 - 302nd Airlift Wing (Air Force Reserve Command), Colorado Springs, Colorado
- USNORTHCOM, in coordination with Air Forces Northern, stands up an Air Expeditionary Group any time NIFC submits a Request for Assistance for MAFFS regardless of the number of aircraft requested. The Commander of the Air Expeditionary Group has tactical control over the Title 10 aircraft and crews and operational direction with Title 32/5 C-130 aircraft, personnel and equipment.
- **DOD Helicopters with Bambi Buckets.** NIFC may request DOD helicopters with Bambi Buckets for water bucket drop operations supporting wildland firefighting efforts. The Army National Guard has the preponderance of helicopter forces throughout the Continental United States, Puerto Rico and Alaska that can respond quickly to a NIFC request. In the southwest, the Navy and Marine Corps helicopters may be used as their units have mutual aid agreement with local fire agencies. The supported federal or state firefighting agency will provide a qualified Helicopter Manager (HELM) for each helicopter deployed in support of fire suppression. The HELM is the direct liaison between military flight crews and the incident Air Operations organization.
- **DOD Ground Support.** If the situation dictates, NIFC may request a battalion-sized military force consisting of 25 crews of 20 people each (500 total) and a 60-person headquarters/support element. NIFC will provide qualification training and certification for these forces. Due to special training requirements, it takes about a week for these crews to get to the fire line after receipt of a deployment order.
- **DOD Incident Awareness and Assessment Support.** If directed by the President or Secretary of Defense, DOD can provide manned and unmanned aerial systems to provide full-motion video, thermal imaging, and broad area assessments. DOD assets available include the Predator, Global Hawk, P-3, U-2, RC-26 (Air National Guard), SH-60, and Civil Air Patrol aircraft depending on the requirement and capabilities requested.
- During the 2007 Southern California Wildfires, DOD aerial assets provided overhead support to firefighters, identifying hot spots inside and outside containment areas enabling firefighters to divert resources to critical areas thus controlling and containing fires faster and more efficiently.

USNORTHCOM is leaning forward and ready to provide robust support to NIFC during the 2009 wildland fire season. As we act to support NIFC in responding to wildland fires, we never lose focus on our primary mission of homeland defense.

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USNORTHCOM-HOSTED PANDEMIC INFLUENZA CONFERENCES AND EXERCISES

APRIL 2009

Congressional Fact Sheet

U.S. Northern Command (USNORTHCOM) was established on October 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.

USNORTHCOM Responsibilities. In regard to pandemic influenza, USNORTHCOM is tasked by DOD to:

- Direct the coordinated planning efforts of combatant commanders, Services and Defense Agencies.
- Conduct global synchronization conferences in order to coordinate integrated planning of DOD global pandemic influenza response activities and operations.
- Develop a regional plan for the USNORTHCOM area of responsibility synchronized with the global plan.
- Support Federal and/or State civil authorities, principally the Department of Homeland Security and the Department of Health and Human Services, when directed by the President or Secretary of Defense.
 - DOD support may be requested by the Department of Homeland Security or the Department of Health and Human Services if their capacity is exceeded or they do not have resident capabilities to fulfill the mission. DOD support may be requested by the Department of State in response to requests from abroad.

Pandemic Influenza Events. To prepare for pandemic influenza, USNORTHCOM has hosted the following events:

18 January 2006, Avian Influenza Pandemic 06 Table-Top Exercise, Colorado Springs, CO

- The USNORTHCOM Avian Influenza Pandemic 06 Table-Top Exercise was conducted 18 January 2006. Approximately 130 USNORTHCOM, international, interagency, academicians and other DOD organizations participated. The Table-Top Exercise provided a forum to identify potential USNORTHCOM roles during pandemic influenza; enabled USNORTHCOM and interagency personnel to understand the national response framework and plans hierarchy; identified potential decision points; validated the USNORTHCOM Pandemic Influenza Concept Plan in an interagency environment; and facilitated efficient interagency/government coordination.

5-6 September 2007, 1st Tri-National Pandemic Influenza Conference, Colorado Springs, CO

- The first Tri-National Pandemic Influenza information exchange occurred 5-6 September 2007 at Headquarters, USNORTHCOM and included multiple agencies from Canada, Mexico and the United States.

20-21 May 2008, Tri-National Planning Meeting, Colorado Springs, CO

- This meeting was held to finalize preparations for the 15-16 July 2008 Tri-National Pandemic Influenza Table-Top Exercise. Representatives from Canada, Mexico, and the United States participated in discussions developed around a pandemic influenza scenario based upon World Health Organization Phases. Each organization discussed its objectives and desired outcomes for each of the World Health Organization Phases

to be exercised during the July Pandemic Influenza Table-Top Exercise, as well as possible scenario injects that would drive the Pandemic Influenza Table-Top Exercise toward those objectives and outcomes.

- Participants included the following Canadian agencies: Department of Foreign Affairs and International Trade, Public Health Agency of Canada, Public Safety Canada, and Canada Command. Mexican agencies included the following:
 - Secretaría de Relaciones Exteriores (SRE) (Ministry of Foreign Affairs)
 - Secretaria de Salud (Secretary of Health)
 - Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación (SAGARPA) (Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food/Nutrition)
 - Secretaría de Gobernación (SEGOB) (Interior Secretary) /Sistema Nacional de Protección Civil (National Civil Protection System)
 - Secretaría de Medio Ambiente Y Recursos Naturales (SEMARNAT) (Ministry of Environment and Natural Resources)
 - Centro de Información de Seguridad Nacional (CISEN) (Center for Research on National Security)
 - Secretaría de La Defensa Nacional (SEDENA) (The Ministry of National Defense)
 - Secretaria de Marina (SEMAR) (Secretary of Navy)

15-16 July 2008, Tri-National Pandemic Influenza Table-Top Exercise, Colorado Springs, CO

- USNORTHCOM coordinated efforts with the Departments of State, Homeland Security, and Health and Human Services to host a scaled and scripted Table-Top Exercise/Seminar in Colorado Springs, CO on 15-16 July 2008. Approximately 100 individuals from USNORTHCOM and various DOD organizations, along with Canadian and Mexican military and interagency representatives, participated in the Table-Top Exercise/Seminar under the paradigm of the Security and Prosperity Partnership of North America.
- This exercise was intended to build upon the relationships established at our September 2007 Tri-National Conference and provided a venue to practice potential real-life scenarios and interactions where it would be imperative for us to coordinate our efforts and resources to contain and manage a pandemic infectious outbreak. Each participating organization defined their specific objectives during the exercise.
- The pandemic influenza scenario put forth a plausible situation that required important strategic and operational issues to be identified, addressed, resolved, or, at the very least, considered as the three nations worked collaboratively to stop, slow or otherwise limit the spread of a pandemic throughout North America.
- The scenario was comprised of three “moves” beginning with World Health Organization Global Pandemic Phase 3 and ending with World Health Organization Phase 6.
- Objectives of the Table-Top Exercise:
 - Improve our ability to respond to a pandemic in North America
 - Identify key organizations in Canada, Mexico and the United States
 - Clarify relationships
 - Establish communication procedures
 - Advance a North American Common Operating Picture
 - Coordinate our plans and strategies related to International objectives and Common borders
 - Establish a “way ahead” with respect to the following:
 - Planning coordination and integration
 - Strategic Communication messages and procedures

20-22 January 2009, Co-hosted USNORTHCOM, U.S. Southern Command and University of the West Indies Pandemic Influenza Workshop to enhance preparedness among Caribbean Community nations, Kingston, Jamaica

- The Pandemic Influenza Workshop was attended by 20 Caribbean countries and territories, including representatives from Caribbean Regional organizations, such as the Caribbean Disaster Emergency Response Agency, the Caribbean Epidemiology Centre, and the Regional Security System. Also attending were representatives from the Departments of State, Homeland Security, and Health and Human Services,

USNORTHCOM, U.S. Southern Command, the Pandemic Influenza Coordination Team Office for the Coordination of Humanitarian Affairs of the United Nations.

- Topics included:
 - Pandemic influenza containment, countermeasures, and mitigation
 - Sustainment of critical infrastructure during an pandemic influenza
 - Economic recovery during pandemic influenza
- Workshop objectives:
 - Identify strengths and best practices
 - Identify gaps in planning and response
 - Determine how to address gaps
 - Provide recommendations on the "way ahead" for future internal and external collaboration

FY09 Events Planned.

5-6 May 2009, Jointly sponsored USNORTHCOM, U.S. Southern Command and the Department of State Avian Influenza Action Group Pandemic Influenza Planning Meeting with the Caribbean Community, Miami, FL

- The Caribbean Pandemic Influenza Planning Meeting is a follow-up workshop to the "Caribbean Community Pandemic Influenza Workshop" held on 20-22 January 2009 in Kingston, Jamaica. The purpose of the Caribbean Pandemic Influenza Planning Meeting is to identify specific actions that could be taken during the next fiscal year (October 2009 through September 2010) and to submit these actions in a proposal for funding to the DOD Global Emerging Infections Surveillance and Response System by 1 June 2009.
- Invited participants will include representatives from critical organizations within the Caribbean region with an interest in pandemic influenza preparedness, to include the Caribbean Disaster Emergency Response Agency, Caribbean Epidemiology Centre, University of the West Indies, Organization of Eastern Caribbean States, Regional Security System, Pan American Health Organization, and United Nations Pandemic Influenza Coordination Team. Other invited representatives will be from USNORTHCOM, U.S. Southern Command, Department of State, Department of Homeland Security, Department of Health and Human Services, and the U.S. Navy Fourth Fleet.

19-20 May 2009, Jointly sponsored USNORTHCOM, U.S. Southern Command and the Department of State Avian Influenza Action Group Pandemic Influenza Planning Meeting with Mexico, Colorado Springs, CO

- The Mexico Pandemic Influenza Planning Meeting is a follow-up meeting to the Tri-National Pandemic Influenza Table Top Exercise held on 15-16 July 2008, in Colorado Springs, Colorado. The purpose of the Mexico PI Planning Meeting is to identify specific actions that could be taken during the next fiscal year (October 2009 through September 2010) and to submit these actions in a proposal for funding to the DOD Global Emerging Infections Surveillance and Response System by 1 June 2009.
- It is anticipated that individuals from Mexico will attend and represent the following organizations: SRE, SALUD, SAGARPA, SEGOB-Protección Civil, SEMARNAT, CISEN, SEDENA, and SEMAR. Other invited representatives will be from USNORTHCOM and the Departments of State, Homeland Security, and Health and Human Services.

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USNORTHCOM CONCEPT PLANS FOR PANDEMIC INFLUENZA

APRIL 2009

Congressional Fact Sheet

U.S. Northern Command (USNORTHCOM) was established on October 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate civil support missions. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands, and surrounding waters out to approximately 500 nautical miles.

USNORTHCOM Responsibilities. In regard to pandemic influenza, USNORTHCOM is tasked by DOD to:

- Direct the coordinated planning efforts of combatant commanders, Services and Defense Agencies
- Conduct global synchronization conferences in order to coordinate integrated planning of DOD global pandemic influenza response activities and operations.
- Develop a regional plan for the USNORTHCOM area of responsibility synchronized with the global plan.
- Support Federal and/or State civil authorities, principally the Department of Homeland Security and the Department of Health and Human Services, when directed by the President or Secretary of Defense.
 - DOD support may be requested by the Department of Homeland Security or the Department of Health and Human Services if their capacity is exceeded or they do not have resident capabilities to fulfill the mission. DOD support may be requested by the Department of State in reaction to requests from abroad.

USNORTHCOM Plans.

- USNORTHCOM in coordination with other combatant commands and the Services developed CONPLAN 3551, *DOD Global Response to Pandemic Influenza*.
 - The purpose of CONPLAN 3551 is to direct planning and synchronization of DOD's global response to a potential pandemic.
 - The global plan aligns and synchronizes plans and recommends sequencing of actions by combatant commanders, Services and Defense Agencies to achieve the DOD Global Campaign Plan's strategic objectives and desired end state.
 - Strategic Objectives:
 - Protect key population, critical infrastructure and capabilities.
 - Sustain mission assurance.
 - Support U.S. Government pandemic influenza response efforts.
 - Maintain effective communication.
 - Desired end state:
 - In the event that civil capacity has been temporarily exceeded, the effects of pandemic influenza are mitigated and the disease is effectively contained as a result of DOD contributions.
 - The adverse effects of pandemic influenza on DOD forces have been minimized and the Department is capable of conducting its assigned missions worldwide.
 - The Department has provided appropriate support to the primary Federal agency to assist in mitigating the effects of pandemic influenza on the U.S. population.
 - Where directed to do so, DOD forces have assisted international partners with mitigating, controlling and containing a pandemic outbreak.

- USNORTHCOM CONPLAN 3591, *USNORTHCOM Response to Pandemic Influenza*, is a supporting plan to CONPLAN 3551.
 - CONPLAN 3591 supports the national effort in response to a potential pandemic resulting from human-to-human transmission of an influenza virus.
 - The plan is aligned with the Department of Homeland Security's five pandemic influenza response regions and the ten Federal Emergency Management Agency regions.
 - USNORTHCOM will be in support of the lead agencies (Department of Homeland Security and the Department of Health and Human Services) through requests for assistance.
 - The plan provides planning guidance to the joint force land component commander and the commanders of five regional joint task forces.
 - Strategic Objectives:
 - Defend the homeland—this takes precedence over all other objectives.
 - Sustain the health and safety of DOD key population.
 - Protect the nation's essential infrastructure.
 - Support essential government functions
 - The desired end state:
 - The pandemic is over, or pandemic influenza is no longer considered a threat within the area of responsibility; DOD is directed to return to normal operations and recovery phase is complete.
 - Military forces have been relieved by proper authorities and have been transferred to their respective commands for redeployment.

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Consolidation of the NORAD and USNORTHCOM Command Center

Maximizing the operational effectiveness of a unit is the primary responsibility of its Commander. Given the complementary and symbiotic nature of NORAD's and USNORTHCOM's missions, maximizing operational effectiveness through one center is critical to achieving sustained mission success; a center which conducts planning, interagency coordination, operations, and command and control improves decision-making and reduces the operational risk resulting from conducting operations split between two centers.

Fully integrating the NORAD Operations Center with the NORAD and USNORTHCOM Command Center ensures the Commands' ability to provide awareness, warning and security to the United States and Canada. The consolidated NORAD and USNORTHCOM Command Center provides the Commander an unprecedented ability to monitor the air, space, land, maritime and cyber domains, giving additional resiliency to our homeland defense capability and through unity of effort better secure the security of our citizens.

Recent Real-World Consolidated Command Center Capabilities-Demonstration

April 6, 2009 - Cessna 172 theft from a flight school in Thunder Bay, Canada

- Cessna 172 (single-engine, light-civil aircraft) flown across the Canada-U.S. border
- The consolidated NORAD and USNORTHCOM Command Center allowed the Commander and his staff to instantaneously coordinate with critical interagency and intergovernmental partners, such as the Royal Canadian Mounted Police, Navigation Canada, Federal Aviation Administration, Federal Bureau of Investigation, and the U.S. Customs and Border Patrol
- The consolidated NORAD and USNORTHCOM Command Center rapidly provided the Commander a complete picture of the event – the pilot's identity; where he lived; the fact that he left a suicide note. The Command Center worked with almost a dozen mission partners to contact the pilot's friends and seek their involvement, enabling the Command to determine the pilot's intent, all of which led to a successful conclusion of the incident
- Prior to consolidation, the NORAD Operations Center in Cheyenne Mountain did not provide rapid integration with interagency, international or USNORTHCOM partners, leading to possible gaps in the Commander's situational awareness and hindering the Commander's ability to make the best possible operational decisions in a timely manner

Rationale – Why Peterson as the Primary Center Instead of Cheyenne Mountain

Command Center consolidation is about fully maximizing operational effectiveness. Although Cheyenne Mountain Air Force Station possesses some advantage in physical security, it lacks several important characteristics that make it operationally inferior to the facilities we occupy on Peterson Air Force Base.

- The shortage of physical space and the lack of interoperable information technology (IT) systems in Cheyenne Mountain prevent the co-location of all domain watch officers (air, maritime, land, cyber, missile and space, battle staff, and information integration) and supporting subject matter experts (e.g., legal, weather, Common Operating Picture Managers, Intelligence personnel, interagency liaison officers, etc...). Having all of these experts in one room at the same time during the height of a crisis enables the Commander to make the best decisions with the best information
- Separation can cause severe gaps in the Commander's situational awareness and diminishes his ability to execute the mutually supporting mission sets required of both NORAD and USNORTHCOM. The consolidated NORAD and USNORTHCOM Command Center leverages adjacent, fully staffed battle cells (e.g., Future Operations, Planning and Operations, Future Plans, Joint Support Group, etc...) to shorten the decision cycle and ensures a coherent and rapid response across the full spectrum of our mission sets

- The NORAD and USNORTHCOM Alternate Command Center (ACC) in Cheyenne Mountain has limited size and space available, and while operating out of the ACC our mission capacity is reduced. Additional mission tasks are either completed, divested or suspended. Such a posture is not sustainable for the long term for either of the Commands, their subordinates, or our citizens

Bottom Line – Conducting operations from Cheyenne Mountain reduces NORAD's and USNORTHCOM's ability to detect and respond to strategic/asymmetric threats and conduct operations to support consequence management surrounding an attack or natural disaster.

Risk Mitigation

- NORAD and USNORTHCOM continue to house, protect and operate their key mission assets resident in Cheyenne Mountain
- NORAD and USNORTHCOM utilize our ACC in Cheyenne Mountain as a daily training location. We routinely train and exercise the operational relocation of critical mission essential functions from Peterson to Cheyenne Mountain and other redundant mission sites
- We understand the concern regarding increased vulnerability from a bolt-out-of-the-blue attack on Peterson Air Force Base. We address this possibility the same way we previously approached the possible loss of the NORAD Operations Center in Cheyenne Mountain. We maintain integrated, redundant and distributed command and control functions through a resilient network of facilities operated by our components, subordinate commands and mission partners. This system of redundancy and devolution greatly increases mission flexibility and survivability
- Multiple intelligence agencies assess the threat to the Command Center from an ICBM, chemical or biological weapon as low. An ICBM, chemical or biological weapon strike against Peterson Air Force Base would most likely occur as a result of a major nuclear confrontation. Furthermore, the Cheyenne Mountain facility was designed based on the nuclear threat of 40 years ago. Due to the increased yield and accuracy of today's nuclear warheads, Cheyenne Mountain's ability to withstand a nuclear strike is uncertain at best
- NORAD and USNORTHCOM have a comprehensive security system protecting our Command Center. Our physical security system has been upgraded to include additional vehicle barriers, new high-security perimeter fencing, and a vehicle searching station. We have heavily armed 21st Space Wing Security Forces in our facility around the clock to provide immediate security force response, and control access to restricted areas. Also, Peterson Air Force Base utilizes the Defense Biometric Identification System at all gates
- NORAD and USNORTHCOM begin installing improvements to our HQ on Peterson AFB in October 2009 which will remove our final Protection Level One security waiver in October 2010. Ongoing security improvements include -
 - A chemical, biological, radiological and nuclear collective protection system for our Command Center
 - Upgrades to our physical security system to provide an additional line of detection and increase protection against a high-yield explosive threat
 - Improved High-Altitude Electromagnetic Pulse protection
 - Biometric access control and an integrated surveillance system
- To ensure the security of future NORAD and USNORTHCOM missions, we continue to consult with security and mission assurance experts from Sandia National Laboratories, Air Force Space Command, the Defense Threat Reduction Agency, and the Joint Staff Integrated Vulnerability Assessment Team to identify vulnerabilities and to assist in designing the best security system for our facilities. We take these assessments very seriously and have established a new Security Directorate to implement these recommendations and improve the overall security posture of the Commands

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Total Release Documents

- 2007 Advance Policy Questions for Lt Gen Renuart
- 2007 Posture Statement
- 2007 CBRNE Response Hearing Statement
- 2008 Posture Statement
- 2009 Posture Statement

**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

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SENATE ARMED SERVICES COMMITTEE

STATEMENT OF
ADMIRAL TIMOTHY J. KEATING, USN
COMMANDER
UNITED STATES NORTHERN COMMAND
AND
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
BEFORE THE
SENATE ARMED SERVICES COMMITTEE

22 MARCH 2007

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Chairman Levin, Senator McCain, and Members of the Committee: At its most basic level, winning the war on terror means defending our homeland. Homeland defense lies at the core of our national military strategy. United States Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD) are separate Commands that have complementary missions and work closely together to fulfill our homeland defense responsibilities. The Commands operate within a common security environment, predominately share a headquarters staff, and are dedicated to defending North America. We also share common values and understand the importance of carrying out our duties with a sense of urgency in the face of very real and present dangers. It is my honor to report to you on the current state and future direction of our Commands.

Homeland defense is the highest priority for USNORTHCOM and NORAD. As USNORTHCOM enters its fifth year, we are fully mission capable and ready to respond to the full spectrum of homeland defense challenges existing in the modern security environment. The NORAD Agreement, initially signed in 1958, was renewed in May 2006, when NORAD's mission set was expanded to include maritime warning. NORAD has evolved from a cold war construct into an adaptive, flexible, and responsive bi-national organization that is ideally suited to address modern threats in the aerospace domain and contribute to greater awareness of threats in the maritime domain. The desired end state of our Commands is the maintenance of our nations' ways of life and the defense and territorial integrity of North America.

USNORTHCOM and NORAD are integral parts of an active, layered defense in which we seek to confront, early and from a safe distance, those who threaten our homelands. USNORTHCOM and NORAD operate in a changing, uncertain security environment. A range of asymmetric, transnational threats represent an immediate challenge for both Commands. These threats continue to be diverse, adaptive, and, by their nature, are difficult to predict. Potential

enemies will attempt surprise as they try to employ an array of persistent and emerging, catastrophic, and disruptive methods and capabilities, to include nuclear weapons. USNORTHCOM and NORAD will act in a timely, and when appropriate, coordinated fashion in concert with our international and domestic mission partners to deter, detect, prevent, and defeat threats.

USNORTHCOM must additionally plan for a military response to civil requests for support in response to natural or manmade disasters that affect the United States. Natural disasters such as hurricanes, earthquakes, wildland fires, or pandemics can overwhelm local responders and require significant contribution of federal military resources to support state and local response efforts to mitigate effects. Likewise, a successful terrorist attack, particularly one involving a weapon of mass destruction, may cause mass panic, environmental damage, and significant loss of life requiring substantial defense support of civil authorities. In catastrophic incidents, and as directed, USNORTHCOM will support civil authorities to help effect an integrated national response as quickly and effectively as possible.

Plans

We rapidly adapt homeland defense and civil support plans as circumstances dictate based upon current intelligence, and regularly exercise them across all domains with our domestic and international homeland defense partners. Over the last two years, we finalized the following plans:

- Concept Plan 3310-07, Aerospace Warning, Aerospace Control, and Maritime Warning for North America
- Concept Plan 2002-05, Homeland Defense
- Campaign Plan 2075, Regional Campaign Plan for the War on Terror
- Concept Plan 2501, Defense Support of Civil Authorities
- Concept Plan 2505, Nuclear Weapon Accident Response Plan

- Concept Plan 0500, Chemical, Biological, Radiological, Nuclear and High-Yield Explosive (CBRNE) Consequence Management Operations
- Concept Plan 2591, Pandemic Influenza
- Concept Plan 2707, Military Support to the U.S. Government Agencies for Caribbean Mass Migration
- Concept Plan 2400, Emergency Preparedness in the National Capital Region
- Concept Plan 2502, Civil Disturbance Operations
- Campaign Plan 2900, Strategic Communication

This year, we will focus our efforts to complete the following plans:

- United States-Canada Combined Defense Plan
- Canada-United States Civil Assistance Plan

In addition to our current family of plans, we continue to advocate development of an overarching national homeland security plan that coordinates the pre-attack actions of the federal government. This plan, as advocated in the 2006 Quadrennial Defense Review, will clarify the distribution of effort among federal agencies, promote unity of effort, and reduce uncertainty in the overlap of responsibilities and capabilities among homeland security partners.

Training and Education

USNORTHCOM's and NORAD's comprehensive training and education program supports the mission of North American defense. USNORTHCOM's defense support of civil authorities training programs have also become a national resource for homeland security and defense professionals as exemplified by the training of over 1,200 people in Fiscal Year 2006 in our defense support of civil authorities course.

Our Homeland Security/Defense Education Consortium (HSDEC) has established a national homeland security and defense curriculum. Currently the organization has 183 charter and associate university members, including the American Association of Community Colleges with 1,154 members in 40 states, the Canadian Defence Academy, and University del Salvador, Argentina. The \$1.8 million apportioned to HSDEC from Congress as part of the Fiscal Year 2007 Defense Appropriations Bill is being used to sponsor research into our Commands' priority questions of interest, to develop an internship program for recruiting new defense and security personnel into government service, and for workshops to bring an academic perspective to our Commands' respective missions. We also seek to foster greater senior civilian leadership knowledge as USNORTHCOM and NORAD partner with the Naval Postgraduate School and civilian institutions in the development of a doctorate degree in the areas of homeland defense and security, with initial classes beginning in summer 2007.

To build on our already strong working relationship with the National Guard, we're continuing the Joint Force Orientation program, which is a cooperative training effort between USNORTHCOM, National Guard Bureau, Joint Forces Command and the States' National Guard Headquarters. The program enhances coordination, cooperation, and information sharing between the States' Joint Force Headquarters and USNORTHCOM.

Exercises

Each year, USNORTHCOM and NORAD sponsor two large-scale exercises--ARDENT SENTRY and VIGILANT SHIELD--and participate in over 30 smaller regional, state, and local exercises. We continually review lessons learned from past exercises and real-world events (such as Hurricane Katrina) and take corrective action when necessary. These actions are an integral part of our

exercise program. Our exercise scenarios have involved air (civil and military) incidents and attacks; maritime and port security; maritime interception operations; missile defense; support to law enforcement agencies for border security; consequence management in support of civil authorities; nuclear proliferation; nuclear weapons accidents; weapons of mass destruction attacks; and natural disasters.

Our civil support exercises are evolving to integrate fully with the Department of Homeland Security's National Exercise Program and are now national events with the support of the federal government, regional organizations, and the private sector. We actively engage our training partners at every level of federal, state, tribal, and local government to employ the most comprehensive and realistic scenarios in order to achieve each participating organization's training objectives. Our exercises are based on the 15 National Planning Scenarios and are accomplished in accordance with the National Response Plan and the principles of the National Incident Management System.

Last year, we developed and hosted six major Table Top Exercises (TTXs) and several additional smaller scale TTXs involving military, agency, and governmental participation at all levels. Examples of scenarios addressed during these synchronized TTXs include response to a major earthquake; terrorist use of Man-Portable Air Defense Systems against civilian airliners and DOD aircraft; and detection, tracking, and response to a ship-borne nuclear weapon detonated in a major U.S. port.

Canada, primarily through Canada Command, is a full partner in these exercises. Although we have rehearsed and executed trans-border missions, such as the 2006 Super Bowl in Detroit, we have yet to conduct fully combined exercises that occur across the northern border. We continually work with the Government of Canada and its Strategic Joint Staff in the air arena

through numerous NORAD exercises that are conducted regularly in, and across, all NORAD Regions (Continental United States, Canadian, and Alaskan NORAD Regions). Canada Command and Public Safety and Emergency Preparedness, Canada participated in the ARDENT SENTRY series of exercises for the first time in 2006.

We work with the National Guard Bureau to coordinate and synchronize major USNORTHCOM and NORAD exercises with the National Guard State exercise series, VIGILANT GUARD.

We support the DOD's decision to reprogram Combatant Command funding for the Joint Exercise Program and Training Transformation from the Services into a Defense-Wide Account to be centrally managed by the Office of the Secretary of Defense and the Joint Staff. The consolidation of existing funding into the Combatant Commanders' Exercise Engagement and Training Transformation program will result in efficiencies that can be rapidly applied against training requirements for new mission areas.

Intelligence Activities

USNORTHCOM and NORAD maintain situational awareness and readiness around-the-clock to protect against a range of symmetric and asymmetric threats in all domains. The intelligence community supports USNORTHCOM and NORAD by providing actionable information needed for homeland defense operations. Timely and actionable intelligence is the most critical enabler to protecting the homeland at a safe distance. Threat awareness allows us to tailor our deterrent posture and convince adversaries that their objectives cannot be achieved by attacking our homeland and that any attack will result in an overwhelming response.

USNORTHCOM uses intelligence and threat information from other federal agencies to develop and maintain situational awareness of threats within our

area of responsibility and to facilitate a seamless handoff of threats to our homeland originating in other Combatant Commands' areas of responsibility. These assessments and intelligence products are provided to USNORTHCOM components, subordinate commands and lead federal agencies. USNORTHCOM assessments are shared with the intelligence community by posting them to the National Counterterrorism Center Online secure web portal, and our own web portals at various classification levels.

A significant tool within USNORTHCOM and NORAD is the Joint Intelligence Operations Center North (JIOC-North), which is part of the intelligence community. JIOC-North provides predictive and actionable threat estimates and timely warning of worldwide threats against North America using fused all-source intelligence and law enforcement information.

To protect Americans' civil liberties, intelligence received from the intelligence community is filtered through a well-established and disciplined Intelligence Oversight Program. This ensures we analyze, retain, and disseminate intelligence with a foreign or international terrorist threat nexus, and then only to the extent the intelligence is relevant to our missions.

Homeland Defense Operations

Should deterrence fail, we will access and assume operational control of forces that are trained and ready to respond and defeat threats directed at our areas of responsibility. Adaptability and flexibility are critical to our Commands' ability to counter the modern threat.

NORAD Sector Consolidation. Prior to November 2006, the NORAD Continental Region was divided into three air defense sectors: the Southeast Air Defense Sector at Tyndall Air Force Base, Florida; the Northeast Air Defense Sector at Rome, New York; and the Western Air Defense Sector at

McChord Air Force Base, Washington. In November 2006, NORAD consolidated the Northeast and Southeast Air Defense Sectors into a single Eastern Air Defense Sector located in Rome, New York. We are standing up a robust Air Operations Center at Tyndall Air Force Base, Florida. Fielding of the Battle Control System Fixed, a modernized, tactical-level command and control system, enabled this sector consolidation and will reduce manpower requirements.

In 2006, we conducted the following homeland defense operations:

Ground-Based Midcourse Defense (GMD). USNORTHCOM is responsible for directing missile defense operations within our area of responsibility and Hawaii to defend the homeland, allies, friends and other national interests from potentially hostile acts. The GMD system achieved limited defensive operations capability in October 2004, was placed in an operational status in June 2006, and is available when needed to defend the United States' and its allies' infrastructure and population centers. Our missile defense crews are trained and our systems are ready to respond as necessary. In July 2006 the NORAD Integrated Threat Warning and Attack Assessment System immediately detected the launch of all seven North Korean missiles, tracked their trajectories, and watched as they landed in the Sea of Japan. The North Korean missile launch activities that occurred from May to July 2006 provided an excellent opportunity for USNORTHCOM and NORAD to coordinate with national senior leadership, other combatant commands, and assigned missile defense assets. The challenge now is to balance operations with research, development, test, and evaluation to ensure the architecture will evolve to defend against a changing threat. Continued funding of GMD is critical to this effort.

Operation NOBLE EAGLE. Since the attacks of September 11th, NORAD has supported Operation NOBLE EAGLE with airspace surveillance, a ready alert force, irregular air patrols, and the unique National Capital Region

Integrated Air Defense System. Over 45,000 sorties have been flown in support of Operation NOBLE EAGLE, with the Air National Guard conducting over 70 percent of these sorties. We have adjusted our air patrols to achieve the balance between readiness and sustainability. In September 2006, the U.S. Coast Guard assumed the Rotary Wing Air Intercept mission to counter the light civil air threat to our nation's capital.

On October 11, 2006, minutes after the crash of a civilian light aircraft into a New York City building, NORAD scrambled several fighter and support aircraft to cities on the East and West coasts of the United States including New York, Washington, D.C., and Boston. Additional aircraft were scrambled over cities in Canada. The aircraft were dispatched as a prudent measure and in anticipation of a potential terrorist attack; they were airborne within minutes of the incident and remained airborne until it was determined the incident was in fact an accident. The quick reaction demonstrated NORAD's capability and preparedness to coordinate a swift, elevated, and large-scale defensive and deterrent posture.

Northern Sovereignty Operations. On September 28, fighters from Alaskan NORAD Region and Canadian NORAD Region were launched in response to Russian aircraft that penetrated North America's Air Defense Identification Zone. While the Russian air assets at no time violated U.S. or Canadian airspace, NORAD integrated air defense assets in and around Alaska and Canada were able to detect, intercept and identify a number of Russian Tu-95 Bear heavy bombers participating in an annual Russian air force exercise near the coasts of Alaska and Canada. This operation demonstrated our continued vigilance and readiness to defend North American air sovereignty.

Defense Support of Civil Authorities

In addition to homeland defense, USNORTHCOM has a second core mission to support civil authorities with military capabilities that can rapidly

stabilize and improve the situation in the wake of a catastrophic event. The USNORTHCOM support is in addition to the U.S. Army Corps of Engineers response in their role as the DOD lead for Emergency Support Function #3, Public Works and Engineering, which is executed independent of USNORTHCOM control.

USNORTHCOM provides defense support of civil authorities primarily through our subordinate commands: Joint Task Force Civil Support at Fort Monroe, Virginia; Joint Force Headquarters National Capital Region at Fort McNair, Washington D.C.; Joint Task Force Alaska at Elmendorf Air Force Base, Alaska; and Joint Task Force North (JTF-N) at Fort Bliss, Texas. In addition, the Army, Air Force and Marine Corps have established dedicated Service Components for USNORTHCOM. These commands are: U.S. Army North located at Fort Sam Houston, Texas; U.S. Air Force North located at Tyndall Air Force Base, Florida, and 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.

At the direction of the President or Secretary of Defense, USNORTHCOM supports primary response agencies as part of a comprehensive national response to manage the consequences of an attack or a natural disaster, to include a pandemic. Civil authorities are most likely to request our support to draw upon unique military capabilities or to augment civilian responders. Our ability to respond rapidly with the full range of military capabilities to these requests can be critical in saving lives, minimizing human suffering, and preserving infrastructure.

Successful and timely response includes anticipating and planning for various types of requests that may arise in order to posture appropriate military capabilities. As a lesson learned from Hurricane Katrina, Defense

Coordinating Officers and their supporting elements have been positioned in each of the ten Federal Emergency Management Agency regions. The Defense Coordinating Officers act as military liaisons to increase full-time coordination with state governments and the Adjutants General regarding disaster response planning and to facilitate the "Request For Assistance" process following a disaster. These Defense Coordinating Officers and their support staff fall under U.S. Army North, a dedicated Army Service Component Command under the operational control of USNORTHCOM, which achieved full operational capability in October 2006.

In an effort to close the response gaps identified in the wake of Hurricane Katrina, USNORTHCOM undertook several efforts to improve defense support of civil authorities. USNORTHCOM deployed military planners to work hand in hand with the Federal Emergency Management Agency (FEMA)--assisting FEMA's stand up of their Operational Planning Unit, a group intended to provide FEMA with a robust crisis planning capability for future disasters. Also last year, USNORTHCOM military planners deployed to the Gulf Coast Recovery Office in Baton Rouge, Louisiana and assisted the interagency effort in developing disaster preparedness plans in collaboration with state and local agencies of the Gulf Coast Region. Working with local, state, and federal participants and in accordance with DOD's direction, USNORTHCOM demonstrated unique military capabilities to provide situational awareness to senior leaders in Washington, DC, and at USNORTHCOM, as well as local first responders--a vital capability that provides disaster survey information quickly to decision makers and first responders. USNORTHCOM also developed several pre-scripted mission assignments that expedite the response of military personnel and supplies immediately after a disaster occurs.

National Guard. Over the past year, we have actively collaborated with the National Guard Bureau to improve communications, operational

synchronization, and training. Programs such as the Joint CONUS Communication Support Environment, which provides a comprehensive strategy for domestic military interoperable communications and information sharing, 24/7 connectivity to the National Guard Bureau Joint Operations Center, and hosting the Joint Task Force Commanders' Course at the USNORTHCOM headquarters improve our ability to seamlessly work together.

Pandemic Influenza. In August 2006, we completed our plan for addressing pandemic influenza and were tasked by the Secretary of Defense to be both the supported commander for pandemic influenza and the DOD lead for directing, planning, and synchronizing the DOD's global response to a pandemic. USNORTHCOM has established a joint pandemic influenza team to carry out this critical mission and we have made pandemic influenza planning a top priority for 2007.

Support to Law Enforcement Agencies

Support to law enforcement is an important element in USNORTHCOM's and NORAD's mission to deter, detect, prevent, and defeat threats to the homeland, because of its direct applicability to the Global War on Terror (GWOT). Transnational threats include international terrorism, narcotics trafficking, and proliferation of Weapons of Mass Destruction. Federal laws and policies allow us to support law enforcement agencies by conducting operations to deter and prevent transnational threats. We further assist law enforcement agencies in their counterdrug mission. USNORTHCOM provides support to law enforcement agencies primarily through our subordinate command, Joint Task Force North at Fort Bliss, Texas. Terrorists have used smuggling networks and money laundering to achieve their goals and fund their activities. As we support law enforcement agencies in the fight against drugs, we also focus our efforts on terrorist organizations with a nexus to

drug trafficking. We support the GWOT at home by providing unique military capabilities to support civilian law enforcement agencies.

Operation GULFVIEW. This year, we expanded the role of USNORTHCOM's subordinate command, JTF-N, to include integrative support to multiple law enforcement agencies with a focus on coastal border operations. In support of the U.S. Border Patrol's Rio Grande Valley Sector, JTF-N planned and facilitated Operation GULFVIEW from February to March 2006. Designed to support and improve law enforcement interdiction of transnational threats in the maritime domain along the Southeastern Texas Coastal area of the Padre Island National Seashore, this multi-sensor, multi-agency operation expanded to include the contiguous land border within Rio Grande Valley sector's border domain. This mission employed a DOD-funded coastal defense system designed to provide a command, control, intelligence, surveillance and reconnaissance node capable of fusing multi-sensor, multi-source information into a common operational picture. In conjunction with this system, various Title 10 and Title 32 assets provided a multi-layered detection and monitoring environment designed to maximize law enforcement interdiction assets. This operation validated emerging maritime surveillance technologies, explored JTF-N capabilities in the maritime domain, opened lines of communication, and established productive relationships among the 29 interagency participants.

Operation OUTLOOK. In June 2006, JTF-N participated in Operation OUTLOOK, which involved multi-sensor DOD support to the U.S. Border Patrol's Spokane Sector and other federal law enforcement agencies and interagency partners combining Title 10 and multi-state Title 32 military forces. Washington Air National Guard Counterdrug Task Force Title 32 forces provided detection support. Title 10 forces, under the command of JTF-N, provided ground-based, mobile ground-to-air Sentinel radars. DOD assets were used to

increase detection of low-flying helicopters and ground smuggling conveyances for transporting contraband between the U.S. and Canada.

Operation KEY WATCH ALPHA and ABLE VENTURE. KEY WATCH ALPHA occurred from May to July 2006 in support of the U.S. Border Patrol's Miami Sector. For the first time, JTF-N worked closely with the U.S. Coast Guard's District Seven Headquarters as a parallel lead federal agency and once again employed a multi-layered detection, assessment, and awareness approach. Operation KEYWATCH ALPHA incorporated multiple assets, both Title 10 and Title 32, in an effort to enhance law enforcement agencies' interdiction of smuggling activities along the Florida Keys and the Florida mainland approaches. JTF-N will continue to provide support in the maritime domain and recently concluded Operation ABLE VENTURE, a first-ever integrated mission in support of the U.S. Coast Guard in San Diego. These missions validate the need for monitoring of the approaches to, and enforcement of, our nation's coastal borders and are planned to continue in 2007.

Operation JUMP START. Along the southern border, USNORTHCOM and JTF-N have worked closely with the National Guard Bureau and the U.S. Border Patrol to ensure de-confliction with Operation JUMP START, which provides Title 32 support to the U.S. Border Patrol along the entire 2,000 mile border with Mexico. In a separate but parallel effort, JTF-N conducted numerous engineer support missions, primarily in Arizona and New Mexico, to construct barrier obstacles that restrict smuggling activities and roads in support of law enforcement agency effort. We will remain engaged with the National Guard Bureau and U.S. Border Patrol throughout Operation JUMP START and, where viable, will continue to support as requested by law enforcement agencies along the southern border.

Tunnel Detection. Applying DOD and intelligence community technology and intelligence analysis in support of U.S. Customs and Border Protection, JTF-N

supported the detection of four tunnels on the southwest border with Mexico. In conjunction with its homeland security and intelligence community partners, JTF-N continues its support of tunnel detection efforts along the U.S. borders. In September 2006, JTF-N co-hosted an interagency tunnel conference with U.S. Customs and Border Protection to enhance knowledge of tunnel detection technologies.

Unmanned Aircraft Systems Operation. Through JTF-N, unmanned aircraft systems were employed, operating solely in restricted military airspace, along the southwest border in support of U.S. Customs and Border Protection. USNORTHCOM is engaged with the Federal Aviation Administration to develop airspace procedures for unmanned aircraft systems to operate in the National Airspace System outside of full-time military restricted airspace to provide support to border control lead agencies and disaster response operations. While this is a complex issue, we remain confident that unmanned aircraft systems will be granted access to the National Airspace System in the near future to increase our ability to safely conduct critical homeland security operations and law enforcement support.

Interagency Coordination

Lessons learned from conflicts such as the first Gulf War and the Balkans indicated an increasing need for coordination between the military services as well as with other Federal government agencies. The attacks on September 11 and the resulting war on terrorism highlighted the need for military activities to be more closely tied to diplomatic, law enforcement, and intelligence sharing activities. In October 2001, the Secretary of Defense directed combatant commanders to integrate and synchronize activities of multiple civilian, state and federal government agencies and departments under a Joint Interagency Coordination Group (JIACG). The JIACGs were made

a permanent part of each Combatant Commander's Staff. They facilitate two-way coordination and communication between military and civilian operations in each combatant command's area of responsibility.

At USNORTHCOM, we oversee an active JIACG composed of every element across the USNORTHCOM and NORAD staff and more than 60 resident or local representatives from DOD and non-DOD agencies. The JIACG meets as a broad corporate entity one to two times per month on topics pertaining to homeland defense and defense support of civil authorities. Our JIACG, combined with myriad interactions with federal agencies, National Guard, state and local first responders, and countless local and private associates, contributes to information and knowledge sharing and to a collaborative approach to operations in our homeland.

Interagency operations are the next frontier of jointness and one that the United States should continue to foster. We continually add to our capable team of partners at USNORTHCOM and are optimizing collaborative relationship building to achieve our nation's homeland defense and security imperatives.

Interagency coordination permeates all of USNORTHCOM's and NORAD's activities. We harness the power of the JIACG to help us craft realistic, collaborative and workable plans and we provide the right support, at the right time, in concert with the right partners--always respecting the authorities of those states and agencies that we have been charged to assist through our operation.

In this complex interagency environment, we must also identify and transition meaningful technology that will strengthen homeland security efforts. Deliberative engagement is required across all levels of government and the private sector to support technology which enhances homeland defense and security capabilities. The acquisition and

implementation of standards-driven, effective technological networks will be a catalyst to the development and sustainment of critical human networks required to build our capacity along with those of our national and international partners.

Interoperable Communications

During 2006, USNORTHCOM made significant strides in increasing communications interoperability and improving communications planning and response with our numerous mission partners, while posturing our subordinate and supporting commands with rapidly deployable communications equipment for use during contingency operations.

During the Defense Interoperability Communications Exercise in March 2006, USNORTHCOM hosted 17 communications teams representing various DOD, National Guard, Coast Guard, Federal Emergency Management Agency, and local first responder organizations. To further increase interoperability, the Command also published an equipment technical standards document in 2006. This document recommends the technical standards that units and mission partners should adhere to when procuring new communications equipment.

Response operations in the wake of the 2005 devastating hurricane season revealed a number of important lessons--the most critical of these was our nation's requirement for efficient and effective communications.

The results of the National Baseline Assessment conducted by the SAFECOM Program, an entity within the DHS Office for Interoperability and Compatibility, show that most agencies have developed, at the very least, a minimum technological capability to achieve tactical interoperable communications. However, each urban/metropolitan area has incorporated different technology solutions because achieving interoperability is dependent on the specific types of communications equipment and

infrastructures each agency has procured and currently employs. Therefore, a voice communications solution that would be considered ideal in one area could be unsuited for another. Currently, there is a shortage of pre-incident communications planning and coordination among state and local governments that impedes collaboration, sharing of critical information, and the ability of the federal government and USNORTHCOM to support state and local response efforts effectively.

To communicate with myriad operators and respondents throughout our area of responsibility, we require a communications structure based upon the characteristics of interoperability, survivability, scalability, flexibility, adaptability, security, spectrum and bandwidth availability, and affordability.

To address communications shortfalls discovered during Hurricane Katrina, USNORTHCOM procured and employed interoperable communications packages that are ideally suited to our homeland defense and defense support of civil authorities mission sets. During exercise periods, we procured and employed several deployable, cellular-based communications suites that provide an autonomous infrastructure to extend communications connectivity in the USNORTHCOM area of responsibility. We also procured three Incident Awareness and Assessment/Full Motion Video communications suites to augment or replace capabilities required during emergency response operations.

Theater Security Cooperation

USNORTHCOM Theater Security Cooperation activities contribute to the Secretary of Defense's Security Cooperation Guidance's top priority to build the capacities of allies and partners to help win the GWOT by enhancing coordination with our continental neighbors, Canada and Mexico.

American Servicemembers' Protection Act sanctions not only prohibited equipment transfers, but encouraged Mexico to consider military purchases from other countries and the continuing restrictions on Foreign Military Financing and the Excess Defense Articles grant programs for Mexico dampens our ability to effectively counter transnational terrorism and narcotics threats. Lifting these restrictions will have a significant impact on our homeland defense efforts with our southern neighbor.

Conclusion

USNORTHCOM and NORAD are part of a bi-national and interagency team dedicated to strengthening the security and defense of North America. We have finalized our homeland defense and civil support plans and are now looking at ways to improve continental defense. The continued evolution of the Commands is critical to our ability to provide a flexible, adaptable, and scaleable response to modern threats. USNORTHCOM and NORAD have synchronized our existing plans, directives, and major operations; established intelligence priorities; and prioritized other resources in pursuit of designated strategic objectives with regard to the GWOT. Activities and operations directed by USNORTHCOM complement and support the United States Government-led international effort to deny terrorist networks what they need to operate and survive. USNORTHCOM and NORAD contribute to the overarching national goals of countering ideological support for the enemy, disrupting and attacking the enemy, and protecting the American homeland.

Responsibility for protecting North America is divided among federal, state, tribal, and local governments. USNORTHCOM and NORAD coordinate closely with other government agencies to achieve integrated plans and operations. USNORTHCOM is maximizing cooperation with Canada and Mexico and thus enabling them to counter terrorism through bilateral partnerships. Additionally, we

look beyond the established USNORTHCOM area of responsibility in coordination with U.S. Special Operations Command and the other regional combatant commands to institute a synchronized DOD global approach to disrupt transnational terrorists through continuous collaboration and a rigorous program of exercises to enhance our ability to conduct homeland defense operations.

The core capability to accomplish our missions resides in our people. We must continue to ensure their welfare and that of their families. We are grateful to Congress for the support that it provides our Soldiers, Sailors, Airmen, Marines, Coast Guardsmen, and their families, in their efforts to defend our Nation at home and abroad. Increases in pay and benefits, such as military housing upgrades, medical care improvements, and other quality of life enhancements, are clear indicators of the extent to which Congress values our service members. The men and women of USNORTHCOM and NORAD are dedicated to defending the United States and Canadian homelands against all threats. I am privileged to be a part of this outstanding team.

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AND GOVERNMENTAL AFFAIRS

STATEMENT OF
GENERAL VICTOR E. RENUART, JR., USAF
COMMANDER
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND
BEFORE THE
SENATE COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS
19 July 2007

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SENATE COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS

Chairman Lieberman, Senator Collins and Members of the Committee:

Thank you for this opportunity to discuss the role of United States Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD) in homeland defense and civil support operations.

Homeland defense is the highest priority for USNORTHCOM and NORAD. We work closely with our interagency and international mission partners to sustain continuous situational awareness and readiness to anticipate, deter, prevent, and defeat a range of symmetric and asymmetric threats in all domains that are directed at our homeland. When directed by the President or the Secretary of Defense, USNORTHCOM stands ready to support primary agencies in responding quickly to natural disasters and the effects of terrorist attacks.

As part of an active, layered response, the Department of Defense (DOD) has a long history of supporting civil authorities with specialized skills and assets that can rapidly stabilize and improve the situation in the wake of catastrophic events. USNORTHCOM provides defense support of civil authorities, as directed by the President or Secretary of Defense, primarily through our subordinate and Service-specific component commands in accordance with the National Response Plan (NRP) and applicable laws, including the Stafford Act and the Economy Act. We are actively coordinating with other federal agencies and developing stronger working relationships with state and local partners, including the National Guard, whether acting in a state active duty, operational Title 32 or federal Title 10 status.

USNORTHCOM fully supports the DOD strategy for implementation of the recommendations generated by the Commission on the National Guard and Reserves. The DOD-recommended changes in the Department's policies, procedures, and, where required, federal law, will foster increased collaboration among federal, military and non-military agencies in meeting civil support requirements. USNORTHCOM is prepared to support and enact each

recommendation as detailed in the implementation plan approved by the Secretary of Defense.

Specifically, we welcome measures that will increase unity of effort through identification and advocacy of civil support requirements, while preserving established and effective command and control authorities. Expansion of joint education and operational experience in both our active and reserve components, without restriction in key leadership assignments, will ensure only the best and most qualified officers are assigned to the full spectrum of joint and Service senior leadership positions.

In addition to our steady-state exercise, intelligence, and operational mission support of interagency homeland defense and security efforts, we maintain a "family of plans." These plans present a flexible and scalable approach to support the national response to natural and man-made disasters of varying characteristics and severity.

USNORTHCOM maintains plans and capabilities to support and complement a civil response. In the event of a natural disaster, destructive weather, seismic or pandemic events, active duty military forces are part of a collaborative and sequentially-layered response. Normally, local first responders are augmented by state resources, either within their state or via an Emergency Management Assistance Compact (EMAC) with other states, to include the employment of National Guard forces operating under the authority of a governor. USNORTHCOM remains vigilant to augment response efforts as part of overall federal support, if resources at the state and local levels are overwhelmed and federal assistance has been requested by the appropriate state authorities.

Specifically, USNORTHCOM has taken steps to significantly improve our ability to respond to natural disasters based on real-world and exercise lessons learned. We have also addressed findings identified in the House Select Bipartisan Committee to Investigate the Preparation for and Response

to Hurricane Katrina Report entitled, "A Failure of Initiative," the White House report entitled, "The Federal Response to Hurricane Katrina Lessons Learned," and this Committee's report, "Hurricane Katrina: A Nation Still Unprepared." USNORTHCOM has incorporated the Joint Staff standing execute order (EXORD) for Defense Support of Civil Authorities (DSCA) into operational planning for the 2007 hurricane season. The 2007 DSCA EXORD complements our defense support of civil authorities plan and gives USNORTHCOM authority, in coordination with supporting commands and military departments, to rapidly respond to requests for assistance from a federal primary agency as soon as specific criteria are met. The EXORD grants the USNORTHCOM Commander the ability to establish operational staging areas, federal mobilization centers, and DOD base support installations in support of the Federal Emergency Management Agency (FEMA) as well as to deploy airborne fire fighting systems upon receipt of a request for assistance from a primary federal agency. The Commander of USNORTHCOM can also place the following assets on 24-hour prepare-to-deploy orders: medium and heavy lift support helicopters, fixed wing search aircraft, communications support packages, patient movement capability, a Joint Task Force Headquarters for command and control of federal military forces, a forward surgical team, and a Deployable Distribution Operations Center.

Through our Army Service component command, U.S. Army North, USNORTHCOM has full-time Defense Coordinating Officers (DCOs) and their staffs in each FEMA region. In addition to acting as the single point of contact for all federal agency requests for DOD assets during response operations, DCOs routinely coordinate with state adjutants general and other key stakeholders to fully understand state response plans, capabilities, and gaps to allow DOD assets to be assigned quickly and effectively, when requested in times of crises.

We have also developed 25 pre-scripted mission assignments (PSMAs) to respond to specific predetermined requests for assistance from designated lead agencies. The PSMAs, developed in collaboration with the Joint Director of Military Support, the Office of the Secretary of Defense for Homeland Defense and Americas' Security Affairs, and the Department of Homeland Security (DHS), are based on anticipated capability requirements and greatly streamline and shorten response timelines.

Improvements in coordination and information sharing with outside agencies include:

- Exchanging liaison officers with the DHS/National Communications System and FEMA/Joint Field Offices.

- Hosting or participating in conferences and tabletop exercises including the 2007 Emergency Preparedness Liaison Officer Conference, the National Guard Bureau 2007 Hurricane Season Conference and the USNORTHCOM Hurricane Conference with the adjutants general from key coastal states.

- Coordinating with the U.S. Coast Guard and National Guard Bureau (NGB) on a Joint Search and Rescue Center for large-scale operations to increase visibility and provide de-confliction of airborne rescue assets.

- Collaborating with DHS and the National Geospatial-Intelligence Agency on a damage assessment concept of operations to streamline pre- and post-hurricane imagery collection processes and dissemination of imagery products between DOD and interagency partners.

- Deploying information management mobile training teams to instruct NGB Joint Operations Center personnel and the staffs of 28 National Guard Joint Force Headquarters on the use of collaborative tools and information sharing processes with our DOD and interagency partners. USNORTHCOM is working in collaboration with the NGB to establish an unclassified web-based Common Operating Picture tool that can be shared with interagency and state partners.

- Providing a Joint Forces Orientation State Engagement Program educational endeavor in collaboration with the NGB and United States Joint Forces Command to facilitate a mutual understanding of joint operational and tactical concepts and information sharing between USNORTHCOM and the 54 states, territories and the District of Columbia. This educational program has established a framework of trust, cooperation, and capabilities between the various State National Guard organizations and USNORTHCOM. This endeavor will enhance USNORTHCOM's response and support should a crisis arise.

USNORTHCOM maintains visibility into FEMA's coordination for pre-positioning and delivery of Defense Logistics Agency (DLA)-sourced emergency meals, fuel, pharmaceutical, medical, and surgical supplies through monitoring the logistical preparations of FEMA and the DLA. This improved situational awareness helps reduce the need for short-notice airlifts and improves our ability to anticipate and rapidly respond to emerging requirements. Unfortunately, the lack of formalized reporting for EMAC requests and resourcing between states does not afford us the same situational awareness and ability to target response capabilities. USNORTHCOM supports formalized EMAC reporting, which would greatly assist all federal response entities in supporting state and local response efforts.

Military responders, regardless of component or reporting chain of command, possess unique and critical capabilities that include joint compatible and survivable communications equipment; mass movement of personnel and supplies; strategic and tactical sensors capable of performing accurate and timely damage assessment; and the ability to augment civil authorities in accordance with existing law.

While most incidents are usually resolved at the local or state level without federal involvement, a catastrophic event would likely exceed resources normally available to local, state, tribal, and private-sector authorities in the impacted area and result in sustained national impacts

over a prolonged period of time. Disasters of significant magnitude have the potential to considerably interrupt governmental operations and emergency services to such an extent that national security could be threatened. In addition, EMACs between states may not adequately function during natural events that span multiple states, such as a pandemic event or in the wake of sequential terrorist attacks. In these cases, a significant federal response, including active duty military forces organized under USNORTHCOM, may be requested by a governor and directed by the Secretary of Defense to support local and state response efforts to save lives and protect property and critical infrastructure.

However, federalization of National Guard forces should only occur under exceptional and extraordinary circumstances. As recommended by the Commission on the National Guard and Reserves, the establishment of a Council of Governors to advise the Secretary of Defense and the Secretary of Homeland Security on homeland security issues, matters involving the National Guard of the various states, and other matters of mutual interest will ensure that a state's interests are clearly understood and represented at the highest levels of the federal government.

The 9/11 Commission cited a "failure to imagine" as a causal factor leading to the attacks of 9/11. Terrorists are actively seeking to acquire or develop weapons of mass destruction. The employment of a large-scale Chemical, Biological, Radiological, Nuclear, or High-yield Explosives (CBRNE) device in the homeland has the potential to cause mass panic, inflict large-scale physical and economic damage, incur loss of life, and represent consequence management challenges potentially greater than those resulting from previous disasters.

Accordingly, USNORTHCOM must contemplate the full spectrum of CBRNE incidents that could occur domestically. This could include the unintentional release of Toxic Industrial Materials (TIMs) as a result of a

natural disaster, accident, or terrorist attack. The far edge of this spectrum deals with low-probability but catastrophic events that have the potential to temporarily incapacitate or eliminate designated civil response leadership. When directed, USNORTHCOM will execute DOD responsibilities outlined in the NRP Emergency Support Functions (ESFs), Incident Annexes, and Catastrophic Incident Supplement (CIS) to meet specified timelines. Critical to our response will be the completion of all Secretary of Defense-approved Requests for Assistance. USNORTHCOM, in conjunction with a Joint Task Force Headquarters and leaders within the Joint Field Office, will recommend additional missions that are required to save lives, mitigate human suffering, and facilitate recovery operations to robustly support civil authorities in the most catastrophic circumstances. USNORTHCOM consequence management operations conclude when the immediate effects of the disaster are contained and the conditions on the ground are set for DOD forces to redeploy.

To effectively provide consequence management for a CBRNE incident in accordance with the NRP incident annexes, the CIS, and the National Incident Management System, USNORTHCOM maintains specific plans for CBRNE Consequence Management that command and control Title 10 forces, and also account for the operation of the National Guard forces under the command and control of a governor.

A variety of specialized federal military forces and capabilities are available to assist and support the designated primary federal agency in all phases of incident assessment, operations coordination, logistics, health services support, containment and decontamination, and safety and risk assessment. These forces provide the requisite flexibility to appropriately respond to each disaster, emergency, incident, or event, and have a wide variety of potential response actions based upon the incident severity,

duration, and location and the capabilities or needs of local, state, or federal authorities.

Hurricane Katrina reminded us of the need to quickly supplement damaged local information dissemination infrastructure. We are prepared to immediately provide support to local commercial radio and television stations, and can both print and distribute the information local authorities need to get to our fellow citizens in a disaster area.

- Joint Task Force Civil Support (JTF-CS) is USNORTHCOM's subordinate component that plans and integrates DOD support to the designated primary federal agency for domestic CBRNE consequence management operations. When directed by the USNORTHCOM Commander, JTF-CS will deploy to the incident site, establish command and control of designated DOD forces and direct military consequence management operations in support of civil authorities.

- Weapon of Mass Destruction Civil Support Teams (WMD-CSTs) are National Guard forces that reside in each state and report to the governor. WMD-CSTs consist of approximately 22 personnel that support local and state authorities at domestic CBRNE incident sites by identifying agents and substances, assessing current and projected consequences, advising on response measures, and assisting with requests for additional military support.

- CBRNE Enhanced Response Force Packages (CERFPs) are currently established in 12 states, with five more recently authorized by Congress. They are made up of approximately 200 National Guard personnel who provide a regional CBRNE response capability that can be employed in either state active duty, Title 32, or Title 10 (federalized) status. CERFPs perform mass casualty decontamination, triage and emergency medical treatment, and location and extraction of victims from the affected area in support of civil first responders or military authorities.

- The Chemical Biological Incident Response Force (CBIRF) is a single U.S. Marine Corps Title 10 unit consisting of several hundred personnel that assists local, state, or federal agencies and designated combatant commanders in the conduct of consequence management operations. The CBIRF maintains capabilities for agent detection and identification; casualty search, rescue, and personnel decontamination; and emergency medical care and stabilization of contaminated personnel.

- The CBRNE Consequence Management Response Force (CCMRF) is a federally controlled capability consisting of several thousand joint personnel in force packages that are organized to perform missions across the CBRNE spectrum. CCMRF capabilities include medical, decontamination, command and control, communications, logistics, transportation and public affairs assets. Because a delay in response could magnify damage to property and loss of life, the Joint Chiefs of Staff CBRNE EXORD expedites the rapid response of consequence management forces in reaction to a CBRNE event.

The ability of our active and reserve component forces to surge to initiate and sustain CBRNE consequence management operations is affected by other concurrent, competing steady-state and surge operations. These operations include: large-scale irregular and conventional military campaigns, lesser contingency deployments, post-conflict operations, homeland defense missions, and other defense support of civil authority operations. In supporting CBRNE consequence management operations, our forces must be able to mitigate the impacts of CBRNE effects; maintain survivable critical infrastructure and continuity of government; and support integrated, cooperative interagency response efforts. To achieve these goals, tailored CBRNE response forces must be able to conduct missions day or night, in all weather conditions; on rural or urban terrain; and in a chemical, biological, and radiological-contaminated environment.

USNORTHCOM has made significant strides in preparing the CCMRF for success, to include developing Joint Mission Essential Tasks, which are integrated into the Defense Readiness Reporting System, as well as developing a CCMRF Phased Exercise Plan. Nonetheless, the current state of overall military CBRNE response force training and equipment resourcing is less than optimal, with both National Guard and active duty forces. As it stands now, additional identified, trained, and equipped forces from the active and/or reserve component are required to effectively respond to multiple, near-simultaneous domestic CBRNE events as directed in the Joint Chiefs of Staff CBRNE EXORD. Whether deliberate or inadvertent, CBRNE events are one of the greatest challenges facing our nation today and require appropriate resourcing. As the Commander of USNORTHCOM, I am committed to ensuring that CBRNE consequence management forces are trained, ready, and prepared to deploy into this challenging environment. I appear before you as a strong advocate for all DOD capabilities, to specifically include National Guard forces as an integral partner in CBRNE response.

Whether responding to a disaster of natural or man-made origins, collaboration among interagency partners at all levels of government is built upon the cornerstone of communication. More than five years after the attacks of 9/11, our nation continues to struggle with two distinct communications issues: interoperability and survivability. Interoperability issues stem from the lack of compatible equipment procurement, standard operating procedures, and planning. The lack of communications survivability will impede response and recovery operations, whether equipment is rendered inoperable by an electromagnetic pulse emanating from a nuclear detonation or by destruction of communications infrastructure, as was the case when Hurricane Katrina affected communications in the Gulf Coast Region. While USNORTHCOM is prepared to provide communications support to mitigate interoperability or survivability problems in the event of a disaster, it is

difficult to plan and resource in light of a fractured national communication system. We require immediate and reliable communications that are scalable, survivable, flexible, and interoperable with our civilian partners based on non-proprietary national standards. These communications must be mobile, secure and both voice and data capable.

While some local, state, and regional areas have achieved an acceptable level of communications compatibility, a multi-jurisdictional incident of significant magnitude will continue to expose communication deficiencies that lead to a breakdown in collaboration precisely when it is needed most. The absence of a standardized, federally-mandated national response communications network, governed by consistent equipment and operational standards, increases the likelihood and requirement for federal support. Providing federal communications grants without guidance or preemptive establishment of equipment and operating standards further exacerbates the existing situation. We support Congressional efforts that facilitate the success of ongoing DHS activities to develop a solution to the national response communications problem.

USNORTHCOM and NORAD conducted Exercise ARDENT SENTRY-NORTHERN EDGE 07 (AS-NE 07) from 30 April to 17 May 2007. This exercise provided local, state, federal, DOD, and non-governmental organizations and agencies involved in homeland security and emergency management the opportunity to participate in a full range of training scenarios to better prepare participants to respond to a series of national crises. Objectives of AS-NE 07 included:

- Demonstrate multi-agency, multi-jurisdictional unity of effort in support of a civilian-led response to a national crisis through collaboration between local, state, and federal responders.

- Provide state leaders an opportunity to orchestrate and lead response efforts within their state to include the use of organic assets, EMACs, and support from federal resources, including active duty military forces.

- Provide the National Guard with an opportunity to exercise with USNORTHCOM, other federal agencies, and representatives from local, state, and non-governmental organizations involved in homeland security.

- Provide USNORTHCOM an opportunity to exercise support of civil authorities in the execution of DOD CBRNE response plans and Joint Task Force operations.

- Provide NORAD the ability to exercise against a variety of non-traditional aerospace threats.

- Test airspace coordination measures and radar gap fill procedures.

- Improve coordination with Canadian partners in cross-border events.

- Explore seams in homeland defense and civil support processes with DOD, U.S. Pacific Command, U.S. Strategic Command, and non-DOD government agencies.

The primary exercise events occurred in Indiana and New England, as well as Alaska and its adjacent waters. The exercise included a Category III hurricane scenario—impacting the New England area, which was the capstone event in preparation for the 2007 hurricane season. Participants included the six New England states, New York, FEMA Regions I and II, and numerous federal agencies. The event was designed to test the full range of domestic emergency management procedures in response to a hurricane under the NRP and the 2007 Hurricane Concept of Operations Plan.

The state of Alaska, in coordination with Alaska NORAD Region and Joint Task Force Alaska, conducted multiple homeland defense, homeland security, and critical infrastructure protection events throughout the state. Major participants included DHS, the FBI, the National Guard and FEMA Region X along with state, local and private sector organizations. Maritime events occurred in the waters adjacent to Alaska and included U.S. Coast Guard, U.S. Navy, and Canadian Navy forces.

National Planning Scenario One (detonation of a 10-kiloton improvised nuclear device) was used as a basis for the scenario in Indiana where local, state, and federal responders had the opportunity to work together while responding to a national crisis. Several local and state organizations provided the initial response to the event. The National Guards of Indiana, Illinois and Ohio were part of a state response of 2,000 National Guardsmen. More than 1,200 active duty military personnel under USNORTHCOM assisted the federal response. Other participants in the federal support of local and state efforts included DHS and FEMA Region V.

Aerospace events occurred across all the exercise venues, testing the ability to mobilize resources for aerospace defense, aerospace control, maritime warning, drug interdiction, and coordination of air operations in a disaster area. This was the largest and most comprehensive series of coordinated national response exercises ever conducted.

Lessons learned from the exercise are being shared with all participants to collectively address areas that require improvement to strengthen our ability for responding to events of national significance through unity of effort and collaboration. Exercises such as AS-NE 07 provide an excellent venue to gauge the effectiveness of our collective plans, operations and command and control as we continually prepare and train for our mission.

Some of the lessons learned include:

- Improving access to and employment of Reserve Component forces to support significant events.
- Increasing the participation in national forums such as the Maritime Operational Threat Response and the Domestic Readiness Group.
- Enhancing our situational awareness to support DSCA incident awareness and assessment in the homeland.

- Strengthening our cooperation and communication among our interagency partners as well as improving coordination between USNORTHCOM and NORAD and outside agencies.

As we act to support civil authorities in responding to natural disasters or the effects of acts of terrorism, we never lose focus on our primary mission of homeland defense. We thank the Members of the Senate Committee on Homeland Security and Governmental Affairs for your unwavering support of USNORTHCOM and NORAD. We are grateful for all that you have done to ensure our men and women in uniform have the tools they need to keep our nation and the American people safe and free. Thank you for your time. I look forward to your questions.

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SENATE ARMED SERVICES COMMITTEE

STATEMENT OF
GENERAL VICTOR E. RENUART, JR., USAF
COMMANDER
UNITED STATES NORTHERN COMMAND
AND
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
BEFORE THE
SENATE ARMED SERVICES COMMITTEE
6 MARCH 2008

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SENATE ARMED SERVICES COMMITTEE

Chairman Levin, Senator McCain, distinguished members of the Committee, I very much appreciate the opportunity to appear before you and report to you on the state of our two commands, U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD). Together, these Commands protect and defend the United States and Canadian homelands. I want to leave no doubt in your minds that in the five-year history of USNORTHCOM and fifty-year history of NORAD, the men and women assigned to these Commands have never been more committed to this no-fail mission—they are vigilant, prepared and responsive to threats that may harm our families and our countries.

Since standing up in 2002, USNORTHCOM, partnered with our NORAD teammate, has protected our nation from attack. The USNORTHCOM and NORAD team has been successful thanks to the combined work of our nation's leaders, the Department of Defense, the interagency community, and especially support from Congress. Additionally, since the Hurricane Katrina disaster, USNORTHCOM has re-defined readiness; we have made landmark improvements in our planning, anticipating, communicating and coordinating the federal, state and local response to natural disasters and other events requiring civil support. The National Strategy for Homeland Security states, *"as we face the dual challenges of preventing terrorist attacks in the Homeland and strengthening our Nation's preparedness for both natural and man-made disasters, our most solemn duty is to protect the American people."* This pledge underscores the missions of USNORTHCOM and NORAD, as we monitor 12-20 potentially dangerous events every day.

We continue to place strong emphasis on three focus areas: anticipating threats to our continental security, improving our homeland defense and civil support plans and capabilities, and strengthening relationships with our mission partners. It is my privilege today to report not only on the state of our Commands, but also on our goals for the future.

Our Missions—Anticipate, Prepare and Respond

USNORTHCOM and NORAD are separate Commands—neither being subordinate to the other—with complementary homeland defense missions. We share common values, understand the urgency and significance of our duties in light of very real and present dangers, and operate in a dynamic and uncertain security environment. A range of threats across all domains represents an immediate and future challenge for both Commands. Whereas the enemies of yesterday were relatively predictable, homogenous, hierarchical and slow to change, today's adversaries are agile, unpredictable, diverse, increasingly networked and dynamic. These adversaries benefit from technologies and materials readily accessible in world markets, to include disruptive systems or the ingredients required to fabricate weapons of mass destruction (WMD). This potential availability of WMD to terrorist groups is of vital concern, especially as terrorists thrive in the “gray area” where notions of crime and armed conflict overlap.

Our missions require a culture of anticipation. With every potentially harmful event, through constant vigilance throughout USNORTHCOM's Area of Responsibility (AOR), we anticipate appropriate levels of Department of Defense (DOD) response to provide capabilities that protect and defend the American people to prevent and minimize loss of life, suffering and property damage.

USNORTHCOM is prepared to support its federal, state and National Guard partners in responding to a wide range of events. Natural disasters such as major hurricanes, earthquakes or pandemics can quickly exceed the capabilities of local and state emergency response assets and require significant allocation of military resources to help mitigate the effects of and support for relief and recovery efforts. Likewise, a terrorist attack, particularly one involving WMD, may not only cause overwhelming numbers of casualties, but may also initiate a multitude of

cascading events which could require substantial defense support of civil authorities. When needed, our military assets are organized, trained, equipped, and immediately accessible to leverage national, and as appropriate, continental strengths.

An essential element of USNORTHCOM and NORAD success is our ability to anticipate events that may require a military response. We work hard to have global situational awareness of potential events that can affect the safety and security of our homeland. Toward this end, in 2006, the Commands began a project to build a single, integrated command center that supports our requirements for global situational awareness and interconnectivity with key homeland defense and civil support partners. This remains a high priority for the Commands, and we are on track to begin initial operations out of the new, integrated Command Center by May 2008. The NORAD and USNORTHCOM Command Center will provide a more efficient and effective means of executing homeland defense against threats coming from all domains. In addition to an increased capacity to coordinate defense activities with other stakeholders, especially Canada Command, the integrated Command Center will provide a significantly enhanced capability to execute defense support of civilian authorities.

We understand Congress' concerns with the Command Center Integration project. In response, we provided the House and Senate Armed Services Committees' leadership a cost-benefit analysis for the integration and a summary of our actions to mitigate physical security vulnerabilities in early December 2007. As required by the 2008 National Defense Authorization Act, we have completed a Report to Congress on Command Center integration and provided that Report to the Chairman of the Joint Chiefs of Staff for coordination and subsequent submittal to Congress.

Planning Efforts—Integral to our Response

The number one priority for USNORTHCOM is continuing to build active and Reserve Component capabilities to support training and readiness for response to Chemical, Biological, Radiological, Nuclear and High-Yield Explosives (CBRNE) incidents. On behalf of DOD, USNORTHCOM is prepared to provide a rapid and effective federal-level response to a catastrophic domestic CBRNE incident, whether it is a deliberate terrorist attack or an accident. Currently, our nation has 53 certified National Guard WMD Civil Support Teams, one in every state, the District of Columbia and Puerto Rico, ready to provide initial detection and identification in a chemical, biological, radiological or nuclear event. Additionally, there are 17 regional consequence response Joint National Guard CBRNE Enhanced Response Force Package units, each consisting of nearly 200 trained people, as well as an active-duty military response unit of nearly 450 Marines which is the gold standard for responding to a WMD attack. Should the event require additional federal forces, we have active duty units of over 3000 members in each unit who are on a short recall to reinforce the initial response teams.

We refined our CBRNE Consequence Management Concept Plan and led efforts within DOD to identify, train and make ready the CBRNE consequence management response capabilities the plan enumerates. Although the DOD response force is intended to augment those of state authorities, such as National Guard WMD-Civil Support Teams and CBRNE Enhanced Response Force Packages, we strongly recommend robust federal response units, referred to as CBRNE Consequence Management Response Forces (CCMRF). This capability is needed because local and state capabilities will likely require additional DOD resources in the event a CBRNE incident is catastrophic or multiple events occur simultaneously. When operational, each CCMRF will deliver a range of ready capabilities, including incident assessment, command

and control, medical, decontamination, logistics, transportation, mortuary affairs, general support, and public affairs. In May 2007, USNORTHCOM successfully exercised the first-ever substantial CCMRF deployment to Camp Atterbury, Indiana, during Exercise ARDENT SENTRY-NORTHCOM EDGE 07; we will exercise these CCMRF capabilities again in May and then annually to maintain critical readiness.

Today, we have notional sourcing for the units we have been tasked to build. This remains a high priority for our Command, and we are diligently working with the Office of the Secretary of Defense, the Joint Staff, U.S. Joint Forces Command, the Services, and the National Guard Bureau (NGB) to source the full CCMRFs. The Secretary of Defense has directed a full-time, dedicated force be trained and equipped by the end of this fiscal year. I appreciate Congress' direction to establish an advisory panel to assess DOD's capabilities to provide support to U.S. civil authorities in the event of a catastrophic CBRNE incident, and look forward to providing input to the panel's assessment.

We worked hard to complete detailed plans that will guide our operational response in the event of a catastrophic event. USNORTHCOM's homeland defense and civil support plans are vital to our Nation's ability to deter, prevent and defeat threats to our security, and assist civil authorities when called upon by the President or Secretary of Defense. We continue to adjust these plans as we evaluate lessons learned from exercises and real world operations. Since the inception of USNORTHCOM, our planning efforts with our mission partners, particularly Department of Homeland Security (DHS), the National Guard Bureau, and Canada Command, have matured significantly.

Our nation uses the 15 National Planning Scenarios as a vehicle to shape nation-wide planning efforts for terrorist attacks and synchronize planning for natural disasters such as

hurricanes and earthquakes. USNORTHCOM plans, such as CONPLAN 3501, Defense Support of Civil Authorities, address each of the National Planning Scenarios that may require USNORTHCOM support. We have established a close partnership with the DHS's Incident Management Planning Team to ensure DOD plans are integrated into the broader government-wide plans being developed by DHS. These plans will address the range of activities across the prevention, protection, response, and the recovery phases for each of the National Planning Scenarios. In coordination with the Joint Staff, the Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, and DHS, we have developed a yearly civil disaster assistance Execute Order and 26 Pre-Scripted Mission Assignments to put specific capabilities on alert in order to respond to specific predetermined requests for assistance from designated primary agencies, which streamline DOD response activation.

In preparation for a potential Pandemic Influenza, USNORTHCOM is leading the DOD effort to globally synchronize military efforts to minimize contamination and prevent further spread of the pandemic. In October 2007, USNORTHCOM completed a DOD Global Synchronization Plan for Pandemic Influenza. This plan provides guidance to all the Geographic Combatant Commands, Functional Combatant Commands, Services and DOD Agencies to assist in development of regional plans addressing operations in a pandemic influenza environment.

Each year, USNORTHCOM anticipates, prepares and trains for significant events that may require a DOD response. The Command, in partnership with NORAD, annually sponsors two large-scale exercises (ARDENT SENTRY and VIGILANT SHIELD) and participates in over 30 additional exercises. Our exercise scenarios have involved: air (civil and military) incidents and attacks, maritime and port security, maritime interception operations, missile defense, consequence management in support of civil authorities, nuclear proliferation, nuclear

weapon accidents, weapons of mass destruction attacks, and natural disasters such as hurricanes and earthquakes.

Our exercises (in full partnership with Canada, primarily through Canada Command) are integrated within the annual DHS-coordinated National Exercise Program, wherein we participate in National Level Exercises, and demonstrate our full response capabilities, including the deployment of elements of the CCMRFs. We enthusiastically support and participate in the National Level Exercises, particularly those with senior cabinet involvement, because they are tremendous demonstration and training opportunities for the spectrum of civil and military personnel who may respond to a real world event.

Our Operational Response—Helping Americans Where They Live and Work

We implemented many improvements following Hurricane Katrina that make USNORTHCOM well-prepared for seasonal natural disasters that occur in our homeland, such as hurricanes, floods, and wildfires. For example, in August 2007, Hurricane Dean threatened the United States Gulf Coast as a Category V storm. In anticipation of the significant threat posed by the storm and the possibility of a Presidential Emergency Declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, USNORTHCOM quickly responded, including the following:

- Established direct linkage to the Texas and Puerto Rico state Emergency Operations Centers and the Adjutants General Joint Task Force Headquarters.
- Activated our Future Operations Center.

- Pre-deployed Defense Coordinating Officers and their staffs to St. Thomas, U.S. Virgin Islands (Federal Emergency Management Agency (FEMA) Region II) and Corpus Christi, Texas (FEMA Region VI) in coordination with DHS (FEMA).
- Coordinated with U.S. Transportation Command to transport the FEMA Mobile Emergency Response Support vehicles from Westover, Massachusetts, to Puerto Rico to provide emergency communications support to Puerto Rico and the U.S. Virgin Islands, if necessary.
- Developed the first-ever validated transportation plan for a pre-hurricane evacuation of citizens from Texas and Louisiana.
- Prepositioned Mobile Aero-Medical Staging Facility teams in south Texas, prepared to evacuate special needs medical patients.

As Hurricane Dean advanced across the Western Caribbean and gained strength, the state of Texas requested activation of the National Disaster Medical System and the President approved a pre-landfall Emergency Declaration for Texas. We had already anticipated these developments and, in coordination with U.S. Transportation Command, prepared to assist in the immediate general air evacuation of up to 26,000 people from the Rio Grande River Valley. As it turned out, Hurricane Dean made landfall on the Yucatan Peninsula of Mexico on 21 August 2007 and did not reach the United States. However, if the storm had made landfall in Texas or elsewhere along the U.S. Gulf Coast as some storm models predicted, we were positioned to assist state and local authorities in all aspects of disaster response.

Last fall, we quickly provided the DOD response to help fight the fast-moving, Santa Ana-driven wildfires that threatened hundreds of thousands of California residents. To help save lives and protect homes, we:

- Deployed a Defense Coordinating Officer and staff element to facilitate federal response efforts;
- Deployed U.S. Army North's Operational Command Post to command and control Title 10 forces engaged in assisting state and local authorities, as well as a Mobile Air Staging Facility to process any potential casualties, especially burn patients;
- Tasked, in coordination with the National Guard and Reserves, six Modular Airborne Fire Fighting Systems (MAFFS). MAFFS-equipped, C-130 aircraft flew a total of 76 sorties, dropping retardant to help contain the fires;
- Employed Incident Awareness and Assessment assets that provided critical imagery for local responders.

This was a historical first-use of a DOD unmanned aerial system, the Global Hawk, for a Defense Support of Civil Authorities event. It identified fifty additional hotspots, enabling local responders to optimize the firefighting locations. We conducted these Incident Awareness and Assessment activities while simultaneously safeguarding the civil liberties of American citizens and adhering to appropriate statutes and DOD regulations. USNORTHCOM employment of three Incident Awareness and Assessment / Full Motion Video communications suites enabled the Command to receive real-time video from incident sites and then disseminate unclassified video to all of our partners via the Internet.

In summary, USNORTHCOM remains vigilant and ready to respond to all types of disasters, large or small. Our support even extended to several small-scale events, such as the Minnesota I-35 bridge collapse and the Utah mine collapse. When the I-35W bridge over the Mississippi between downtown Minneapolis and St. Paul collapsed into the river in August 2007, killing several people and injuring many more, we responded. In support of Minnesota

Governor Pawlenty's request, USNORTHCOM deployed the FEMA Region V Defense Coordinating Officer and coordinated with U.S. Transportation Command and the U.S. Navy for the deployment of underwater salvage capabilities to support federal (Department of Transportation, Federal Bureau of Investigation, Environmental Protection Agency, and U.S. Army Corps of Engineers) assistance to the state and local efforts at the scene.

Just five days later, when a portion of the Genwal Coal Mine collapsed in central Utah, trapping six miners approximately 1500 feet below the surface and 4 miles from the mine entrance, we responded again. USNORTHCOM, in coordination with U.S. Transportation Command, synchronized the delivery of the Department of Labor's Seismic Detection equipment to the incident site.

Our Operational Response—Homeland Defense is Job One

Although USNORTHCOM is better known for coordinating the DOD response to disasters in our AOR, the men and women of USNORTHCOM and NORAD remain vigilant in our number one responsibility, homeland defense. Through our operational missile defense program, maritime and air defense activities, both Commands are vigilant and maintain a high state of readiness to respond as necessary against man-made threats.

USNORTHCOM is responsible for directing missile defense operations within our AOR and Hawaii to protect the homeland, allies, and other national interests from potentially hostile acts. We have made great strides in the Ground-Based Midcourse Defense System (GMD) capability and have fielded 23 Ground-Based Interceptors and additional sensor capability standing ready to defend the United States' and its allies' infrastructure and population centers, if needed.

Last year, I testified that I would do my best to make sure Missile Defense flight tests realistically reflect USNORTHCOM's operational environment. In September 2007, I personally participated in a flight test conducted by the Missile Defense Agency (MDA), which successfully demonstrated the GMD's warfighting capability. We are also working with MDA to develop systems such as the Multiple Kill Vehicle program, the 21-inch SM-3 program, and the Theater High Altitude Air Defense program. These improved capabilities will significantly enhance our nation's protective shield against missile threats.

For over six years now, NORAD has executed Operation NOBLE EAGLE and provided the air defense of the United States and Canada through airspace surveillance, a ready alert force, air patrols, and the unique National Capital Region Integrated Air Defense System. We have flown over 48,000 sorties for this operation, and appreciate the National Guard's contribution of flying over 70 percent of these sorties. We continue to fly irregular air patrols to achieve a balance between readiness and sustainability while assuring the defense of our homelands. Despite a grounding of 37% of the U.S. Air Force F-15s due to structural cracks in aging airframes, NORAD air defense fighters remain mission-capable and on alert protecting North America. And reflective of the enduring nature of the NORAD Agreement, during the initial phase of the F-15 grounding, Canadian F-18s seamlessly supported NORAD's Northern Sovereignty Operations.

While our mission requirements are now being met by other aircraft with similar capabilities, such as the F-16s and F-22s, this places an operational strain on the globally-committed F-16s and F-22s. Maritime patrols of our homeland have similar operational challenges, due to the grounding of U.S. Navy P-3 aircraft caused by deterioration of airframes. As such, we strongly support the U.S. Air Force and U.S. Navy efforts to recapitalize the air

defense and maritime patrol aircraft to keep our nation safe and ensure future homeland defense missions are supported at the required levels.

In the National Capital Region, NORAD continues to improve the robust air- and ground-based air defense system. Improvements to aircraft surveillance systems and close coordination with our interagency partners have resulted in quicker detection and identification of intruders into the protected airspace around Washington DC. In addition to the alert fighters at Andrews AFB, the U.S. Coast Guard supports NORAD with alert helicopters to intercept low-and-slow aircraft in the National Capital Region. NORAD's ability to detect and deter intrusions to the National Capital Region will be further enhanced in the coming year by the interagency effort to delineate the airspace around the region. This rule-making effort is critical to the long-term goal of securing the skies over the nation's capital.

In January 2008, NORAD and USNORTHCOM provided DOD support to the President's 2008 State of the Union Address, designated as a National Special Security Event. We provided unique DOD capabilities, including small medical teams of advanced cardiac and trauma life support teams and the Initial Response Force of the Chemical Biological Incident Response Force. We are currently planning support for two other National Special Security Events: the Democratic National Convention, 24-28 August 2008, in Denver, Colorado and the Republican National Convention, 1-4 September 2008, in Minneapolis-St. Paul, Minnesota.

USNORTHCOM and U.S. Coast Guard coordinate operations in multiple national defense mission areas: maritime intercept operations, mine countermeasure operations, maritime security and defense, theater security cooperation, and environmental defense operations. Twenty U.S. Coast Guard personnel are integrated within the USNORTHCOM staff, and the Command is fully engaged with U.S. Coast Guard Pacific and Atlantic Area commands in

maritime planning and execution. Although maritime defense operations are not widely publicized, this quiet mission remains a strong deterrent capability for our nation. In any given month, our Command tracks, and in partnership with DHS and other DOD agencies, takes appropriate measures to ensure these potential threats do not reach our shores:

- 40 foreign flag vessels with potential for intelligence gathering
- 25 vessels of interest to law enforcement (potential contraband)
- 8 foreign nation warships entering USNORTHCOM's AOR
- 100 regulatory vessels (containing hazardous materials or other dangerous cargo)
- 7 vessels of interest to our national security

Our Command also supports DHS in the conduct of port security operations, and we developed plans enabling a rapid response to Secretary of Defense-approved requests for assistance. A significant challenge for port security is our ability to counter underwater mines. An underwater explosive device, either purpose-built or improvised, is a credible threat that could have huge consequences for our nation's port facilities, and would prompt an expensive and challenging recovery effort. The Maritime Operational Threat Response Plan tasks DOD as the lead agency for mine countermeasures in the maritime domain with USNORTHCOM assigned that responsibility for the Continental United States. USNORTHCOM, in coordination with the U.S. Coast Guard, will employ tailored, rapidly deployable forces to respond to a domestic mine incident to re-establish maritime commerce in an expeditious manner balanced with acceptable risk.

The trafficking of illegal drugs continues to be a threat to national security. While our interagency partners have scored record seizures of illegal drugs this year, drugs continue to flow across our northern and southern borders. USNORTHCOM's Joint Task Force-North (JTF-N)

supports law enforcement agencies and ensures unity of effort between Title 10 and Reserve Component forces and those National Guard forces operating under state control (Title 32). Through JTF-N's missions and activities, we continue to sustain important relationships with federal law enforcement agencies and National Guard counterdrug task forces engaged in securing our nation's borders against drug traffickers and their associated activities.

Partnering with Reserve Forces

We understand the vital contributions of the National Guard and Reserves and are firmly committed to helping reconstitute and improve the Reserve Component's operational capabilities. It is in our nation's best interests to enable the states and federal authorities to have the robust resources they need in times of catastrophic events.

Toward that end, USNORTHCOM has been closely coordinating with the Office of the Secretary of Defense and the Joint Chiefs of Staff to meet milestones laid out in the DOD implementation plan for recommendations made by the Commission on the National Guard and Reserves Second Report (1 March 2007), and will do so as well for the Final Report (31 January 2008). Much of what has been said in the press about the nation's ability to defend itself is not correct. I agree that USNORTHCOM's plans can always be improved; however, make no mistake—we are trained, ready and prepared to defend our homeland. I look forward to providing my perspective on some of the more significant recommendations made by the Commission in the Final Report.

Specifically, I take exception to the recommendation regarding governors directing federal forces. USNORTHCOM is committed to supporting governors. Based on the Secretary's direction, we have numerous options that allow federal forces to assist state

emergency response personnel in order to have a coordinated response to domestic catastrophes and other emergency operations. USNORTHCOM's role is clear—we respond in support of governors, adjutants general, and designated federal agencies.

I also believe the Commission's recommendation regarding USNORTHCOM staff qualifications is unnecessary. The Commission recommends that *"a majority of U.S. Northern Command's billets, including those for its service component commands, should be filled by leaders and staff with reserve qualifications and credentials. Job descriptions for senior leaders and other key positions at NORTHCOM should contain the requirement of significant Reserve or National Guard experience or service."* In fact, this already occurs. This recommendation does not reflect the fact that in addition to the nearly 50 full-time National Guard officers we have in USNORTHCOM, 46% of USNORTHCOM service members have previous experience working with National Guard and Reservist personnel and units. I have six two-star National Guard and Reserve officers who serve as my Chief of Staff, subordinate commanders and direct advisors. Virtually all of my air component and a large percentage of my land component are Guardsmen or Reservists. Thus, while we can always improve, and we will, I am satisfied that we possess sufficient experience levels to provide timely and effective support to the states.

Furthermore, I take my role as the Combatant Commander advocate for the Reserve Component very seriously. This advocacy role was also one of the many recommendations in the second report of the Commission on the National Guard and Reserves that has been implemented throughout the DOD. In each of USNORTHCOM's annual Integrated Priority List and Program Objective Memorandum submissions to the DOD, we advocate for and support correcting Guard and Reserve capability shortfalls for both federal and non-federal roles. USNORTHCOM also advocated for and supported NGB efforts to validate key initiatives such

as Joint Force Headquarters-State and CBRNE Enhanced Response Force Packages through DOD's Joint Requirements Oversight Council. We advocate for changes to DOD policies that allow for more collaborative planning to ensure proper resourcing for National Guard and Reserve units' equipment, personnel and training for civil support operations.

Lessons learned during past events serve to underscore the importance of providing training and education opportunities to members of the National Guard including potential Joint Task Force-State Commanders, Commanders of Joint Force Headquarters-State and their respective staffs. At the request of the National Guard Bureau, USNORTHCOM eagerly took the task to further develop these important National Guard Joint Task Force capabilities. Upon completion of training, participants are better able to conduct and support operations across the entire operational spectrum (State Active Duty, Title 32 status and Title 10 status). In the past year, this program trained over 750 students; in 2008 we plan to train up to 1,000 students.

Three years ago, USNORTHCOM, NGB and U.S. Joint Forces Command launched a combined initiative entitled Joint Force Orientation. The primary objective of this program is to facilitate a mutual understanding of joint operational concepts and information sharing between states, territories and USNORTHCOM. The program currently uses two avenues for reaching the states. The first engagement is a two-day conference held at HQ USNORTHCOM targeting senior civilian and National Guard leadership from states within a FEMA region. The second engagement consists of a team from USNORTHCOM's Standing Joint Force Headquarters North (SJFHQ-N) traveling to a state's Joint Force Headquarters. To date, USNORTHCOM has engaged all 54 states and territories through the two-day conference and our SJFHQ-N team has traveled to 23 states and territories for individual state engagements, the most recent being New

Hampshire in early February. State feedback has been extremely positive, reflecting the value and importance of a USNORTHCOM-state mission partnership that is based on mutual trust.

We support proposed DOD legislative changes regarding the expanded employment of Army, Navy, Air Force, Marine and Coast Guard Reservists in the homeland. Normally, these Reservists are only available for civil emergencies while in voluntary Inactive Duty for Training status. To eliminate this restriction, we ask for your support of DOD's FY09 legislative proposals that will allow the President to order Army, Navy, Air Force, Marine and Coast Guard Reservists to Active Duty to provide assistance in large-scale man-made, natural and accidental disasters or catastrophes when the response capabilities of federal, state and local civilian agencies have been, or will be, exceeded. For example, a third of the Army's medical capabilities are resident with the Army Reserve. By enacting the legislative changes, these medical capabilities would also be available in the case of a domestic disaster or emergency. The bottom line is that enactment of these legislative proposals will increase the source of force options available to the President to support the governors and likely decrease the need to federalize National Guard forces.

Partnering with States and Territories

Working with our mission partners is essential to ensuring the American people obtain assistance during times of need, whether at the international, interagency, or state and local level. Our nation's governors take very seriously their role as Commanders in Chief of their state and we respect that authority. Our job is to support our nation's governors in their leadership role to respond to emergency situations and threats in their states.

We are expanding working relationships with the State Adjutants General. Since taking command, I have personally met with 19 Governors, 32 state Adjutants General and 25 Emergency Management Directors. In 2007, our Command hosted many Adjutants General, including members of the Adjutants General Association Homeland Security Committee, in forums designed to increase information sharing, promote unity of effort and facilitate mutual advocacy. I have also addressed the annual meeting of the National Guard Association of the United States and the Adjutant General Association's Winter Meeting. In each instance, my message is the same: Our forces are trained, equipped and ready to support the needs of a state when disaster strikes or during special security events, and we do it in direct support of the governor, his or her Adjutant General, and the primary federal agency. In the years since Katrina, we have built much stronger mutual understanding and respect between USNORTHCOM and the State Adjutants General as we work together during exercises and real-world incidents.

Partnering with the Interagency Community

USNORTHCOM supports and enables other agencies in our common objectives of homeland defense and civil support. Our NORAD and USNORTHCOM Interagency Coordination Directorate and the Commander's Joint Interagency Coordination Group integrate and synchronize activities of multiple civilian, federal, state and private sector organizations. The group includes 60 full-time people from 40 other federal and DOD-supporting agencies resident at USNORTHCOM. Among the federal agencies are DHS (FEMA, U.S. Customs and Border Protection, and U.S. Coast Guard), Department of State, Department of Health and Human Services, Department of Justice (Federal Bureau of Investigation), Transportation

Security Administration, U.S. Army Corps of Engineers, U.S. Geological Survey, and the Central Intelligence Agency. We also integrate similar expertise from five Canadian agencies.

Cooperation with DHS on requirements, science and technology is a key aspect of our partnership. Improvements in coordination have led to a forward-leaning, anticipatory, operational sequence that reacts quickly to requests for assistance from civil authorities, as approved by the Secretary of Defense or the President.

USNORTHCOM closely coordinates and cooperates with FEMA in a number of areas related to the planning process. DOD liaison officers from USNORTHCOM, the Joint Director of Military Support, and the National Guard Bureau have been assigned to FEMA Headquarters. These experts help ensure effective coordination of activities, provide advice, and facilitate relationship building. We maintain visibility of FEMA's logistical preparations and Defense Logistics Agency-sourced deliveries. This improves situational awareness, helps reduce the need for short-notice airlifts and improves our ability to anticipate and rapidly respond to emerging requirements during civil support missions.

Additionally, USNORTHCOM assigned Defense Coordinating Officers, supported by a six-person Defense Coordinating Element, to each of FEMA's 10 Regions to ensure close coordination in planning. FEMA and USNORTHCOM also co-sponsor an annual Federal Coordinating Officer–Defense Coordinating Officer Conference that maintains and enhances civilian-military understanding and support for planning and disaster response activities.

During the 2007 Hurricane season, USNORTHCOM and U.S. Transportation Command provided in-depth evacuation planning assistance to FEMA Headquarters and Region VI planners, resulting in an updated Louisiana Hurricane Plan. We have maintained this planning momentum throughout the off-season to prepare for the 2008 hurricane season through

involvement in FEMA's Joint Coordination Evacuation Planning teleconferences. Additionally, we volunteered to assist FEMA in the development of their 2008 Hurricane CONPLAN. We are also in the midst of coordinating a 2008 Hurricane Transportation Planning Conference for DOD and federal partners.

Working with the DHS Private Sector Office, we have facilitated appropriate relationships for planning with the private sector (business, non-profit, non-governmental, faith-based and academia) to promote mutual understanding, situational awareness, and unity of effort for homeland defense and civil support arenas, including hurricane and other natural disaster support. For instance, we have a particularly strong relationship with the American Red Cross. They participate in our Joint Interagency Coordination Group and we maintain close contact with their representatives to coordinate actions during real-world contingencies and exercises.

One of our primary goals is to ensure DOD is prepared to provide a prompt and effective health services support response to homeland events as delineated in the 15 National Planning Scenarios. To meet this goal, we are working hard to:

- Improve synchronized medical pre-event planning with public, private and federal partners through participation in exercises, working groups and planning efforts.
- Encourage paradigm shifts in the provision of health services support, presenting alternative solutions to event preparation and execution, e.g., Shelter-in-Place planning versus sole reliance on Strategic Air Evacuation during a hurricane event.
- Enhance utilization of our Joint Regional Medical Planners at all levels of medical planning, providing greater visibility of state and local plans while also working to fully train and integrate National Guard Joint Regional Medical Planners to bridge the gaps in synchronization between Title 32 and Title 10 medical support.

- Improve unity of effort for health services support with our international medical partners in Canada and Mexico, coordinating planning efforts for cross-border events.
- Refine National Disaster Medical System planning in our organizational plans to improve and increase DOD's capability to evacuate patients through a well-coordinated effort among Active, Guard and Reserve Component personnel.

Partnering with Canada and Mexico

The DOD Security Cooperation Guidance's top priority is to build the capacity of allies and partners to help win the Global War on Terror by enhancing coordination with our continental neighbors. In 2007, USNORTHCOM, NORAD and Canada Command initiated a study to examine future roles, missions, and relationships for the three commands, with a desired end state of increasing North American defense and security while enhancing the valued relationship between the United States and Canada. The study will focus on strengthening the U.S. and Canadian armed forces' ability to act in a timely and coordinated fashion to identify, deter, disrupt, and defeat threats to the United States and Canada in all domains and to provide timely, effective, and efficient support of civil authorities as directed.

The development of USNORTHCOM's Theater Security Cooperation Strategy and Implementation Plan have significantly strengthened our relationship with our Mexican defense and interagency counterparts. In 2007, USNORTHCOM hosted high-level members of the Mexican military and interagency community to improve their understanding of our mission in defending the U.S. homeland, while fostering trust and confidence.

The government of Mexico has undertaken an unprecedented war against narco-violence and organized criminal groups, which has been accompanied by improving Mexican interagency

relations, with new partnerships being born between the Mexican military and police. The Merida Initiative captures an opportunity with our critical neighbor to jointly confront the threat of narcotics trafficking and organized crime. We are hopeful that Congress will be able to move this initiative forward this year.

We greatly appreciate Congress' action to lift American Servicemembers Protection Act sanctions in the FY08 National Defense Authorization Act. Your action removed long-standing barriers to enhancing our ability to build partner capacity to effectively counter threats such as terrorism and narcotics trafficking in North America by modernizing Mexico's capabilities and improving interoperability against common threats. In support of the Building Partnership Capacity Execution Roadmap, we are already collaborating with other U.S. and Mexican governmental agencies to enhance emergency preparedness and response activities along the southern border.

While much progress has been made, building partnership capacity is an area that still requires additional Congressional support. There are serious shortfalls in the U.S. Government's ability to help build the capacity of foreign partners—both within and outside DOD. The Departments of State and Defense conducted a systematic review of gaps in authority and developed an omnibus bill called the Building Global Partnerships Act, which was personally brokered by the Secretaries of State and Defense. I strongly urge Congress to enact all of these authorities. Building partner capacity is fundamental to our national security strategy and will make our nation safer.

Improving Our Homeland Defense and Civil Support Capabilities

As part of the larger DOD effort to assess its roles, missions, capabilities and resources needed to combat threats to our homeland, USNORTHCOM and NORAD are leading a

comprehensive homeland defense and civil support Capabilities-Based Assessment. This Assessment will define DOD's core capability requirements in our AOR; evaluate existing capabilities; understand capability interdependencies; and determine where gaps, excesses, and redundancies exist and prioritize them to help inform the Department's decisions on risk management and resourcing in a limited resource environment. DHS and the NGB are playing an integral role throughout this analytical effort. Most importantly, DHS will lead the effort to define the contributions of non-DOD agencies to homeland defense and civil support, thus identifying DOD's capability requirements as well as facilitating DHS's continued actions under Homeland Security Presidential Directive "National Preparedness" (HSPD-8).

USNORTHCOM's Joint Intelligence Operations Center North (JIOC-N) relies on collaborative Intelligence Community networks to gain insight and understanding of emerging international terrorist and strategic threats to North America. Recognizing the challenges of sharing information across agencies and with partner nations, JIOC-N continues teaming efforts with the FBI, National Counterterrorism Center and the CIA's Counterterrorism Center. Additionally, as a result of lessons learned during the USNORTHCOM response to the California wildfires, JIOC-N is working to centralize the sharing of critical imagery and geospatial information to support first responders and deployed DOD personnel responding to crises.

To effectively execute our missions, NORAD and USNORTHCOM rely on the uninterrupted use of the internet and communications systems that comprise our nation's cyber infrastructure. There are a variety of global actors who threaten the security of commercial and government cyber infrastructure. To reduce vulnerabilities and defend against cyber

infrastructure attacks, we are working closely with the Department of Homeland Security and U.S. Strategic Command.

Space situational awareness is essential to our ability to predict threats from space. Distinguishing a foreign space launch from a missile launch is central to our nation's defense and NORAD requires this space data to determine if North America is under attack. Similarly, the re-entry of a spent rocket body over North America has consequence management implications for USNORTHCOM and NORAD. Having a window from which to view space activities enables us to have an overall picture of the next threat to North America. There are over 17,000 man-made objects orbiting earth and thousands more we cannot track. There are eight nations able to launch their own spacecraft and a few that are perfecting this technology. At the same time, there are commercial assets that could—even if unwittingly—launch a malicious payload into space. Saying “don't know what we don't know” is not good enough. I recommend that Congress support the efforts of U.S. Strategic Command to enhance our space situational awareness capability. NORAD requires survivable, protected and dynamic tactical satellite communications capabilities throughout our area of operations, including coverage of the northern Polar Regions. USNORTHCOM requires dynamic satellite communications for capacity and coverage throughout our entire area of responsibility that will support real-time joint force networking, battle space awareness and land air, and sea-borne Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance. Both Commands' networks must seamlessly bridge with federal, state, and local agencies. In our view, transformational satellites offer the most viable course of action to satisfy our requirements for high-speed, secure, protected, dynamically-allocated and efficiently-utilized communications.

USNORTHCOM communications efforts are focused on ensuring DOD is completely interoperable with our partners in DHS, FEMA, the National Guard, states and local organizations to rapidly and effectively share information to ensure a prompt, coordinated response. We made advances in the area of deployable communications by aggressively addressing shortfalls identified during the response to Hurricane Katrina. In partnership with FEMA and the National Guard, we now have a combined total of 25 Deployable Cellular-Based Suites which include cellular towers, satellite communications connectivity, Land Mobile Radio interfaces, and ancillary devices for emergency responders. All of the suites are interoperable and can be immediately deployed to an incident site to provide reliable communications for civil authorities.

In 2007, we published our Concept of Operations for Domestic Unmanned Aerial System (UAS) Operations, which explains how USNORTHCOM envisions domestic employment of DOD UASs to help accomplish our missions of homeland defense and civil support. UASs will be employed in homeland defense missions to accomplish Intelligence, Surveillance and Reconnaissance, communications, and CBRNE detection. Civil support applications of UASs include Incident Awareness and Assessment, communications, search and rescue, and CBRNE detection.

Beyond our efforts to solve interoperable communications challenges, we must also resolve challenges with our surveillance radars. Inhibitors to these systems significantly impact our situational awareness and threat detection capability.

The U.S.-Canada Surveillance Gap Filler Strategy is the NORAD and USNORTHCOM centerpiece strategy for improving wide area surveillance of the North American continent. Current surveillance gaps leave our countries vulnerable to attacks in

multiple domains. We are conducting a Command and Control Gap Filler Joint Capability Technology Demonstration (JCTD) and are developing a Next Generation Over-the-Horizon Radar JCTD candidate as near-term steps in the strategy to achieve eventual full operational deployment. These technology demonstrations will focus on integrating surveillance sensor data in a developmental command and control system, fielding an enhanced sensor data fusion correlation system at the Continental U.S. NORAD Region Air Operations Center, and operationalizing a more capable wide area surveillance radar system for the homelands.

Our nation lacks an integrated air and missile defense of the homeland against cruise missiles, low-flying aircraft and short-range ballistic missile attacks. As the threat of terrorism looms and the proliferation of advanced asymmetric capabilities grows, I recommend the Department of Defense initiate the development of a truly integrated air and missile defense system-of-systems tailored to meet the unique needs of the homeland. This system-of-systems must allow for military action to protect the homeland and our citizens against surprise attack while operating within the constraints appropriate to protect our way of life and national freedoms.

The Maritime Domain Awareness Concept of Operations and Interagency Investment Strategy, advocated by NORAD and USNORTHCOM and, approved this past year, provides an interagency way ahead to continue to improve maritime awareness in this vital domain. USNORTHCOM directly supports the newly established Global Maritime Situational Awareness Office and also coordinates with the Global Maritime and Air Intelligence Integration office in their efforts to improve awareness. USNORTHCOM has worked extensively with U.S. Joint Forces Command to conduct an experimentation series to further understand the current maritime domain awareness practices and allow evaluation of future ideas.

Since Maritime Warning was added to the NORAD Agreement in 2006, mission development has steadily progressed, with the planning staff working in cooperation with several external agencies in the United States and Canada. Building upon the initial maritime warning capability established in late 2006, our staff prepared a strategic concept that will set the framework to establish and formalize agreements for improved maritime information sharing, to ensure a comprehensive shared understanding between both nations, and to institute the Maritime Warning process.

USNORTHCOM and NORAD continually evaluate global changes that may impact our continental security. One area of concern recognized by the United States government and DOD is the need to study the implications of Arctic climate change and how it will affect our military capabilities, organizations, and infrastructure in the area. Our homeland defense and civil support plans address the DOD response to potential effects of climate change. We support prudent steps to strengthen our nation's disaster preparedness regardless of the political debate on climate change. We are grateful for Congress' direction in the FY08 National Defense Authorization Act that the next National Security Strategy and the new National Defense Strategy include guidance for military planners to assess the risks of projected climate change to current and future missions of the armed forces. We also urge the Senate to ratify the Law of the Sea Treaty, as it will enable the U.S. to be party to the adjudicating body which will determine rights to the region's resources.

There is no doubt future threats will look to exploit seams and vulnerabilities. Our Commands must close seams, eliminate vulnerabilities and enhance security so as to meet evolving challenges that are associated with an interconnected world. Achieving a truly seamless security posture is our perpetual objective.

Conclusion

USNORTHCOM and NORAD are steadfastly committed to our mission of defending our homelands, and we know we cannot fail. Through continued emphasis on anticipating and preparing for all-hazards response with our mission partners, strengthening relationships with our mission partners, improving our homeland defense and civil support capabilities and anticipating future impacts to our continental security, we are on the right path for a secure nation.

Our committed team of active duty members, civilians, Reserve Component Forces, Canadian personnel, interagency personnel and contractors is trained, ready and vigilant in our missions to defend our homelands and provide civil support. We appreciate the Committee's efforts to ensure our men and women in uniform continue to have the best possible equipment, education, training and care for their families. We applaud the President's call for Congress to enact legislation to allow U.S. servicemembers to transfer their education benefits to family members, to expand access to childcare for military families, and to increase government employment opportunities and funding for professional certification for military spouses. If enacted, these initiatives will greatly help military families cope with the challenges they face with frequent moves. We also strongly encourage support for the life-long needs of our Wounded Warriors—it is an obligation our nation must meet. With Congress' sustained support, USNORTHCOM and NORAD will continue to protect and defend our fellow citizens and the freedoms they enjoy.

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SENATE ARMED SERVICES COMMITTEE

STATEMENT OF
GENERAL VICTOR E. RENUART, JR., USAF
COMMANDER
UNITED STATES NORTHERN COMMAND
AND
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
BEFORE THE
SENATE ARMED SERVICES COMMITTEE
17 MARCH 2009

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SENATE ARMED SERVICES COMMITTEE

Chairman Levin, Senator McCain, and distinguished Members of the Committee:

Homeland defense is the preeminent mission of U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD). Our Commands are vigilant in protecting our citizens from threats that exist in the air, space, land, maritime, and cyberspace domains. As we look to the future, our aim is to secure our environment by deterring and, if necessary, defeating those who threaten our way of life. Today, it is my honor to report on the state of the Commands.

Our Missions—Protecting What You Value Most

USNORTHCOM and NORAD are separate Commands; neither is subordinate to the other. However, the Commands have complementary missions, operate within a common security environment, and share an integrated headquarters staff. USNORTHCOM is committed to the defense of the United States and NORAD, a bi-national command, is committed to the air defense of both the United States and Canada.

USNORTHCOM anticipates and conducts homeland defense and civil support operations within its assigned area of responsibility to defend, protect, and secure the United States and its interests. The USNORTHCOM area of responsibility encompasses North America, Bermuda, the Gulf of Mexico, the Straits of Florida, the Caribbean region inclusive of the U.S. Virgin Islands, British Virgin Islands, Puerto Rico, the Bahamas, Turks and Caicos Islands and surrounding waters out to approximately 500 nautical miles. We execute an active, integrated, layered defense that allows us to rapidly deploy military assets needed to defend the United States.

USNORTHCOM provides assistance in support of civil authorities during natural and man-made disasters and pandemic events. Incidents begin and end locally, and most are wholly managed at the State or local level; however, some incidents require Federal support. When requested and approved by the Secretary of Defense or directed by the President, Federal military forces will contribute to Federal support. On behalf of DOD, USNORTHCOM employs forces at the request of civil authorities when approved by the Secretary of Defense or the President. That said, USNORTHCOM does not wait for that call to action. Sweeping improvements in pre-event coordination with interagency partners, the National Guard, and the Reserves have led to an anticipatory, forward-leaning operational sequence for expeditious DOD support when requested by civil authorities.

NORAD, a bi-national Command formed by a partnership between the United States and Canada, provides aerospace warning, aerospace control and maritime warning for North America. For more than 50 years, NORAD has defended the skies of the United States and Canada. Across our two countries, armed fighters are on alert and ready to fly air patrols to identify and intercept suspect aircraft. NORAD ensures U.S. and Canadian air sovereignty through a network of alert fighters, tankers, airborne early warning aircraft, and ground-based air defense assets cued by interagency and defense surveillance radars.

USNORTHCOM and NORAD work together in defending our nation's airspace. While NORAD provides aerospace warning and aerospace control, USNORTHCOM is responsible for air operations, such as evacuation and movement of people and high-value cargo via military airlift, within our assigned area of responsibility. In addition, USNORTHCOM has the capability to accept control of U.S. air defense alert aircraft to conduct unilateral operations, as required and directed.

Homeland Defense is Our Number One Priority

Ground-Based Midcourse Defense. USNORTHCOM is responsible for directing missile defense operations within our area of responsibility and Hawaii, to protect the homeland from potentially hostile acts. During 2008, we enhanced our missile defense capabilities with the incorporation of the Sea-Based X-Band Radar.

USNORTHCOM is very active in the Missile Defense Agency's ground and flight testing programs to ensure the tests are operationally sound. USNORTHCOM missile defense crews are trained and routinely exercised to ensure we meet the high standards required to defend the nation.

To fully ensure USNORTHCOM can perform our missile defense mission as assigned, our focus is threefold. The first is sustainability and reliability of the current Ground-Based Interceptor fleet. Secondly, USNORTHCOM requires realistic training simulations that accurately depict Ballistic Missile Defense System operational behavior. In order to train as we fight, we must develop operationally viable Tactics, Techniques, and Procedures for new capabilities. We continue to work closely with the Missile Defense Agency and U.S. Strategic Command on this issue. Lastly, we need a more robust architecture that enables day-to-day operations to continue concurrently with ongoing research and development activities. The Missile Defense Agency's CTTO and STO (Concurrent Test, Training, and Operations and Simultaneous Test and Operations) will help bridge the gap between operational capability and Research, Development, Test, and Evaluation activities.

The Colorado Army National Guard and the Alaska Army National Guard are integral parts of our nation's Ground-Based Midcourse Defense system. The 100th Missile Defense Brigade at Schriever Air Force Base in Colorado and the 49th Missile Defense Battalion at Fort

Greely in Alaska are under our operational control as USNORTHCOM defends the homeland from long-range ballistic missile threats. DOD has cooperative agreements with the States of Colorado and Alaska for manning this homeland defense mission with their Army National Guard units. When National Guardsmen enter a Ground-Based Midcourse Defense site or otherwise commence operational duties, their duty status automatically transfers from Title 32 to Title 10. Command and control of these National Guardsmen requires designation of dual-status commanders when performing their missile defense mission for USNORTHCOM.

Operation NOBLE EAGLE. Since the attacks of September 11th, NORAD has supported the air defense of the United States and Canada through Operation NOBLE EAGLE with airspace surveillance, a ready alert force, and the unique National Capital Region Integrated Air Defense System. Over 50,000 sorties have been flown in support of Operation NOBLE EAGLE, with the Air National Guard conducting more than 70 percent of these sorties. In support of NORAD's missions, Air National Guard units have been successfully employing instantaneous Title 10 orders for several years. These orders allow an individual to volunteer, with the consent of the governor, to be federalized for specific missions prior to execution.

In the National Capital Region, NORAD continues to improve robust air and ground-based air defense systems. Working closely with the Federal Aviation Administration and the Transportation Security Administration, the National Capital Region airspace has been codified by rule to protect our nation's Capital. This interagency effort meets one of NORAD's long-term goals to secure the skies over Washington. In addition to the alert fighters at Andrews Air Force Base, the U.S. Coast Guard provides NORAD with alert helicopters to intercept low-and-slow aircraft in the National Capital Region.

NORAD provides tailored air defense for designated National Special Security Events. Recently, NORAD completed support of the 2008 Democratic and Republican National Conventions and the 2009 Presidential Inauguration. Working with our interagency partners, NORAD provided continuous air defense of the National Capital Region during the event.

Northern Sovereignty Operations. In 2008, the resurgence of Russian Long Range Aviation flights on NORAD's northern flank continued at the heightened pace initiated in 2007. In 2008, pairs of TU-95 Bear-H aircraft flew into the Air Defense Identification Zone on seven separate occasions. All but one of these flights were unannounced. These bomber aircraft were detected and identified by fighters from the Alaskan and Canadian NORAD Regions, with critical support from U.S. E-3 surveillance aircraft and air-to-air refueling aircraft. While foreign aircraft never violated U.S. or Canadian airspace, expectations for continued activity and growing international interest in the north demand sustained vigilance and allocation of resources. NORAD remains vigilant to ensure no unauthorized, unwanted or unknown aircraft enter North American airspace.

U.S.-Canadian cooperation in northern air operations is the embodiment of the intent of the NORAD agreement. In 2008, Canada relied heavily on our U.S. aerial refueling tankers to deploy fighters to Forward Operating Locations and extend their patrols; E-3 AWACS supported operations on both sides of the U.S.-Canada border to expand surveillance; and fighter aircraft of both nations met the needs of each tactical situation.

In the future, pursuit of natural resources and the potential increase in traffic of northern waterways will demand increased air and maritime surveillance, security, and defense in the Arctic Region. A bi-national evaluation is underway to improve the quality and coverage of northern surveillance systems; and Canada is investigating the expansion of facilities at Resolute

Bay, which may provide a more northern Forward Operating Location than any currently available. Collectively, we will remain vigilant and continue to monitor the Arctic approaches to the North American continent.

Southern Sovereignty Operations. During September 2008, NORAD's integrated air defense assets in and around the Continental United States and Canada detected and identified a pair of Russian Tu-160 Blackjack heavy bombers participating in Russian Air Force activity transiting over the Atlantic on their way to/from Venezuela. Russian air assets at no time violated U.S. or Canadian airspace. This NORAD operation, in concert with similar responses by our NATO allies, demonstrates our continued vigilance and readiness to defend North American air sovereignty.

Aircraft Recapitalization. Our ability to maintain air sovereignty in the future is at risk. Legacy fighters are aging and will be stressed to maintain reliability and capability as we move into the 2013-2025 timeframe. Recapitalizing the fighter, tanker, and airborne early warning aircraft will remain a challenge given DOD's post-9/11 long-term mission requirements.

NORAD's ability to accomplish its missions will be impacted if legacy fighters retire without a designated replacement being fielded in adequate numbers to maintain NORAD's air defense response capability.

The tradeoff between modernization of legacy airframes and transformation to fifth generation aircraft could limit efforts to keep pace with emerging challenges. Currently, legacy fighters, tankers, and airborne early warning aircraft adequately meet all aspects of the Air Sovereignty Alert mission. Recapitalization of legacy aircraft is critical to the future success of the NORAD mission set.

At this time, the Elmendorf AFB F-22s are tasked with air sovereignty alert missions and future Hickam Air National Guard F-22s should expect similar taskings. F-22s are also key participants in Operation NOBLE EAGLE sorties from Langley Air Force Base. The F-35 will play an even larger part in our homeland defense mission due to their increased numbers and widespread bed down locations of the aircraft they will be replacing. In light of this, I fully support the current Air Force program for the F-35. Program numbers will be reviewed in the upcoming Quadrennial Defense Review.

Civil Support Operations—Supporting Americans in Crisis

CBRNE Consequence Management. Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) incidents will pose a great challenge to the security of the American people for the foreseeable future. A terrorist attack on U.S. soil, an accidental CBRNE incident, or one caused by a natural disaster could create catastrophic conditions likely to overwhelm response capabilities of civil authorities. As a result, the Secretary of Defense has established a requirement for three CBRNE Consequence Management Response Forces (CCMRFs) to be trained and ready to respond to requests from civil authorities. The DOD, through USNORTHCOM, currently has one CCMRF trained and ready to support the Federal response to a CBRNE incident. USNORTHCOM will have a second CCMRF in 2009 and a third CCMRF by 1 October 2010. Each CCMRF is designed to provide robust command and control and consequence management capabilities that include aviation, medical, and general logistics support.

On 1 October 2008, the Secretary of Defense assigned CCMRF 1 forces to the Commander, USNORTHCOM. In September 2008, prior to mission assumption, CCMRF 1

participated in a Command Post Exercise at Fort Stewart, Georgia during Exercise VIBRANT RESPONSE to verify operational capability. The assigned CCMRF will participate in USNORTHCOM-sponsored joint exercises, and conduct unit training to sustain CCMRF readiness and requirements, as well as follow-on missions.

While CCMRF 1 is comprised mainly of active duty forces, the second and third CCMRFs will be comprised predominately of Reserve and National Guard forces. We are working closely with the U.S. Joint Forces Command, the National Guard Bureau, the military Services and the States on sourcing solutions, training, equipment, readiness, and exercise of those forces identified to fulfill CCMRF requirements.

2008 Hurricane Response Operations. According to the National Oceanic and Atmospheric Administration 2008 Hurricane Season Recap, there were 16 named storms, of which eight became hurricanes and five became major hurricanes (Category 3 or higher). There were a record six consecutively-named storms, from Dolly to Ike, which made landfall on the United States coastline. The majority of DOD support occurred in the short timeframe of August and September as a result of the hurricane stream of Gustav, Hanna, and Ike. This severe impact to several States resulted in civilian agency requests for Defense Support of Civil Authorities operations by DOD. USNORTHCOM's support to the Federal Emergency Management Agency was extremely successful across all areas. Here are just a few vignettes:

In August 2008, through a collaborative effort between USNORTHCOM and U.S. Transportation Command, DOD and National Guard personnel evacuated 723 critical care patients out of Louisiana during the aeromedical evacuation effort for Hurricane GUSTAV. During Hurricane IKE, DOD and National Guard personnel moved another 400 patients out of Beaumont, Texas. In crisis situations such as these, hospitals release many of their less serious

cases, but it is a more complex challenge to move the seriously ill and injured. We worked aggressively and quickly to ensure the right capabilities were in place to move patients to the appropriate receiving hospitals.

Immediately after Hurricane IKE made landfall, USNORTHCOM conducted an Incident Awareness and Assessment mission using the U.S. Navy's Global Hawk system to demonstrate its usefulness for support of civil authorities. The unmanned aircraft took off with a mission set of 299 locations and was dynamically re-tasked during the mission to add imagery requirements from the Department of Homeland Security, U.S. Customs and Border Protection, the Federal Emergency Management Agency, and the U.S. Coast Guard. The radar imaging sensor was used to cut through the prevalent cloud cover. These medium-resolution images were sufficient for general damage assessments to infrastructure. Conducted in accordance with applicable laws and DOD regulations intended to protect the civil liberties of American citizens, these missions provided vital situational awareness for DOD forces planning Defense Support of Civil Authorities operations. The DOD made the imagery available to the wider interagency hurricane response forces via dissemination on the Homeland Security Information Network, thus, enabling DOD to plan better and provided added benefit for our partners.

Our goal for the 2009 Hurricane Season focuses on anticipating Federal and State requirements to ensure timely and efficient DOD assistance. We are working closely with the Joint Chiefs of Staff to improve USNORTHCOM authorities and capabilities in the Joint Staff Defense Support of Civil Authorities Execute Order. We continue to engage our Federal, State, and local partners to enhance DOD augmentation of civilian disaster response efforts.

Additionally, we are identifying gaps and seams in mass fatality management between current mortuary affairs capabilities in DOD and local, State, and Federal capabilities. Our

activities have been geared toward integrating efforts that will enhance civil-military understanding and collaboration.

Our mission remains to ensure DOD is prepared to support a timely and effective response to catastrophic conditions. We continue to work with the Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response to develop a mass fatality concept of operations in accordance with the National Response Framework's Emergency Support Function #8—Public Health and Medical Services. These efforts will develop fatality management awareness, prevention, preparedness, and recovery operations strategies among Federal, State, local, tribal, territorial, and non-governmental agencies/associations.

Additionally, we have consulted with Scotland Yard in London, England, to ascertain how the British plan and prepare for mass fatality incidents. Closer to home, we partnered with the New York City Office of Chief Medical Examiner on a regional mass fatality management plan, which leverages the expertise and assets currently existing in the New York City metropolitan area to ensure maximum coordination among relevant stakeholders.

Wildland Firefighting. During wildland firefighting operations, DOD, through USNORTHCOM, supports the National Interagency Fire Center and the Federal Emergency Management Agency. USNORTHCOM provides a variety of capabilities including Modular Airborne Fire Fighting System (MAFFS)-capable C-130s, rotary wing aircraft capable of water bucket operations, ground crews for fire fighting operations, and incident awareness and assessment capability. There are a total of eight MAFFS; six are National Guard assets and two are assigned to Reserve units. The new MAFFS II capability will be used by the C-130H/J aircraft beginning this year and will provide greater capability to distribute fire suppression

retardant. I am particularly pleased that the C-130Js of the California Air National Guard have been added to the MAFFS fleet this year.

USNORTHCOM is also working with the National Guard Bureau to create a trained cadre of National Guard ground fire fighters that is pre-identified and ready pre-fire season to rapidly respond around the country.

Civil Support Operations. Beyond disaster response, USNORTHCOM provided DOD support to five National Special Security Events over the past year: The President's 2008 State of the Union Address, 2008 Democratic and Republican National Conventions, the 2008 G-20 Global Financial Summit, and the 2009 Presidential Inauguration. For each of these events, USNORTHCOM provided unique Secretary of Defense-approved DOD capabilities to enhance the security of the event.

Support to Law Enforcement Agencies. Through our subordinate unit, Joint Task Force North (JTF North), we continue to sustain important relationships with Federal law enforcement agencies and National Guard counterdrug task forces engaged in securing our nation's borders against drug traffickers and their associated activities. JTF North collaborates with operational-level leaders in U.S. Customs and Border Protection; Immigration and Customs Enforcement; U.S. Coast Guard; Drug Enforcement Administration; Federal Bureau of Investigation (FBI); Bureau of Alcohol, Tobacco and Firearms; National Guard Bureau; and State Joint Force Headquarters leadership in the States where JTF North operates. These relationships foster timely and responsive military support to law enforcement and provide greater interagency synchronization to deter and prevent drug trafficking and associated transnational threats.

JTF North coordinated 55 missions in support of Federal law enforcement agencies during fiscal year 2008. In accordance with applicable law and DOD policy for supporting law enforcement's counterdrug efforts, JTF North employed joint air, ground, and maritime sensors along the nation's southwest and northern borders and coasts; conducted detection and monitoring of suspected trafficking threats; provided for information and intelligence sharing among law enforcement agencies; supported the U.S. Border Patrol's requests for enhanced tactical infrastructure along the southwest border; and provided Federal law enforcement with other support such as transportation, tunnel detection capabilities, and basic military skills training.

Counter-Tunnel Initiative. More than 99 cross-border tunnels have been identified by U.S. law enforcement agencies, in many cases with DOD support. While illegal drugs constitute the vast majority of illicit cargo transported through these tunnels, they could also be used to smuggle terrorists and Weapons of Mass Destruction into the country.

USNORTHCOM is examining enhanced tunnel detection capabilities with the lead Federal partner, the Department of Homeland Security, other Combatant Commands, and international partners. Among these enhanced capabilities are seismic-acoustic and linear fiber-optic sensors, other technologies, and robotics. The U.S. Army Engineer Research and Development Center (ERDC) is the technical lead for these capability development efforts. ERDC has worked on tunnel detection in Iraq and provided subject matter expertise to USNORTHCOM in support of U.S. law enforcement agencies.

Northern Border Security Operations. During fiscal year 2008, USNORTHCOM, through JTF North, conducted twelve counterdrug/counter-narcoterrorism missions along the northern border including aviation reconnaissance, ground-based radars, mobile training teams

and intelligence analysis support. During fiscal year 2009, USNORTHCOM has nine counterdrug/counternarcoterrorism missions scheduled through JTF North. These missions, in support of U.S. Customs and Border Protection and the U.S. Coast Guard, will employ aviation reconnaissance, ground and maritime radars, and mobile training teams in Washington, Vermont, Montana, and New York against illicit trafficking along the northern border. In all these operations, JTF North works with Canadian law enforcement and military via U.S. law enforcement agencies, as well as the U.S.-Canada Integrated Border Enforcement Teams. JTF North also participates in military-to-military activities to foster greater security cooperation between the United States and Canada to improve our collective security situation along our northern border.

The National Guard and Reserves—Vital Components of Our Nation's Defense

The National Guard and Reserve forces are fundamental to the total force and essential to our homeland security and defense. USNORTHCOM is committed to working with all stakeholders to implement the Secretary of Defense's 24 November 2008 direction in response to recommendations in the Final Report of the Commission on the National Guard and Reserves.

USNORTHCOM seized the opportunity and responsibility to advocate for the Reserve Component in support of homeland defense and civil support missions. Leveraging opportunities to fix National Guard and Reserve shortfalls is critical to the success of the USNORTHCOM and NORAD missions. In an environment of constrained budgets and multiple priorities, we need to determine where these requirements converge and give equal deference to materiel and non-materiel solutions alike.

USNORTHCOM is a strong advocate for Reserve Component resourcing for the capabilities needed by National Guard and Reserve forces in support of USNORTHCOM missions. In each of our annual Integrated Priority Lists and Program Objective Memorandum submissions to the DOD, USNORTHCOM and NORAD advocate for and support National Guard and Reserve capability shortfalls. We also advocate for and support National Guard Bureau efforts to validate key initiatives such as Joint CONUS Communications Support Environment and Beyond Line of Sight communications for our Air Sovereignty Alert fighters.

In June 2008, USNORTHCOM hosted the second Reserve Component Advocacy Conference wherein over 50 senior leaders discussed how best to advocate for the capabilities needed by Guard and Reserve forces in support of USNORTHCOM missions. We are advocating for change to DOD policies that allow for more collaborative planning to ensure proper resourcing for National Guard and Reserve units' equipment, personnel, and training for homeland defense and civil support operations.

Since testifying last year, we have successfully partnered with the National Guard in support of several planned and unplanned civil support and homeland defense events. Every operation strengthens our ability to collaborate effectively and I am proud to report that while we still have work to do, our relationship with the National Guard continues to mature and has never been better. Today, my senior leaders meet regularly with their National Guard Bureau counterparts to identify and resolve issues in advance of an emergency. Additionally, our action officers coordinate daily on a variety of deliberate and crisis action planning requirements. Our watch centers are in constant communication with one another to ensure shared awareness. Finally, USNORTHCOM and the National Guard Bureau partner to conduct training and exercises for all State Joint Force Headquarters Joint Task Force Commanders and their staffs.

USNORTHCOM directly supports the National Guard Bureau initiative to establish the Defense Readiness Reporting System in all 54 States and territories. This is a five-year effort and once completed, asset availability, capabilities, and readiness information will be available to Commander, USNORTHCOM and NORAD for all homeland defense and civil support operations. To date, initial assessments are complete in 45 of the 54 States and territories and are currently visible in the Defense Readiness Reporting System.

It is notable that nearly 10 percent of USNORTHCOM's current full-time military manpower is drawn from the Reserve Component. This is the highest percentage of Reserve Component manning of the ten combatant commands. We have benefited from the full-time National Guard and Reserve expertise and look forward to full manning of our authorized full-time positions. I am very pleased to have ten flag officers from the National Guard and Reserves among my 21 total flag leaders in Headquarters NORAD and USNORTHCOM and our subordinate commands.

Plans—The Foundation of our Response

USNORTHCOM's homeland defense and civil support plans are vital to the nation's ability to deter, prevent and defeat threats to our security, and support civil authorities when called upon by the President or Secretary of Defense. They provide a template for USNORTHCOM responses and are continuously updated to reflect evolving national security requirements. NORAD's plans similarly ensure timely, effective responses to threats to the security of the United States and Canada.

With regard to homeland defense and civil support, the Department of Homeland Security and the interagency community use the 15 National Planning Scenarios as a vehicle to

shape nation-wide planning efforts for terrorist attacks and natural disasters. USNORTHCOM plans, such as Concept Plan 3501, Defense Support of Civil Authorities, address all of the National Planning Scenarios that may require USNORTHCOM support.

With the recent development of the Department of Homeland Security's Integrated Planning System, there is now a formal process to link and integrate Federal plans across departments and agencies and in the future with State governments and local partners. Leveraging the Integrated Planning System will allow USNORTHCOM planners to gain fidelity on Federal planning, refine potential support requirements, and advocate for essential capabilities and resources.

USNORTHCOM civil support planners work closely with their counterparts at the National Guard Bureau. In addition to formal coordination at every stage of plan development, and regularly scheduled meetings conducted with web-based conferencing tools, USNORTHCOM and National Guard Bureau planners have begun meeting during planning conferences every six months. In December 2008, National Guard Bureau planners, and several State National Guard planners, met to discuss the status of USNORTHCOM plans and National Guard Bureau initiatives. In February 2009, interagency planners attended the USNORTHCOM Civil Support and Homeland Defense Planners Conference where USNORTHCOM component planners presented their supporting plans to USNORTHCOM overarching strategic plans. These meetings foster the working relationships that are so vital to synchronize our national response in times of crisis.

In September 2008, I signed our USNORTHCOM Theater Campaign Plan, a first for the Command. This campaign plan synchronizes day-to-day operations, placing strong emphasis on three focus areas: anticipating threats to our continental security, improving our homeland

defense and civil support plans and capabilities, and strengthening relationships with our mission partners, including the interagency community, Canada Command and the Mexican military.

Interoperable Communications

USNORTHCOM communications efforts are focused on ensuring a prompt, coordinated response with our mission partners in the Department of Homeland Security, Federal Emergency Management Agency, the National Guard, States, and local organizations. In partnership with the Federal Emergency Management Agency and the National Guard, we maintain a combined total of 25 Deployable Cellular-Based Suites which include cellular towers, satellite communications connectivity, Land Mobile Radio interfaces, and ancillary devices for emergency responders. Several of these systems were deployed during Hurricane IKE and supported the response efforts in Galveston, Texas. We have also worked to upgrade DOD Satellite Communications Facilities within the United States. These upgrades enable DOD units to provide much sought after Internet and telephone connections to civil authorities during a crisis.

Exercises

Each year, USNORTHCOM and NORAD sponsor two large-scale exercises (ARDENT SENTRY and VIGILANT SHIELD) and participate in over 30 smaller regional, State, and local exercises, along with exercises with Canada, such as exercises in preparation for the Vancouver 2010 Olympics. We continually review lessons learned from past exercises and real-world events (such as Hurricanes GUSTAV and IKE) and take corrective action by incorporating identified best practices. These actions are an integral part of our exercise program.

Over the last several years we have collaborated closely with the Joint Staff, the Office of the Secretary of Defense, the Department of Homeland Security, other Federal departments and agencies, and States to develop and refine the National Exercise Program. Our civil support exercises are now fully integrated with the National Exercise Program and are often linked with the Tier I National Level Exercise and several Tier II or III Federal-level exercises, mutually supporting our own exercise objectives and those of our partners in the Federal government, State and regional organizations, local and tribal governments, and the private sector.

In conjunction with the National Guard Bureau, USNORTHCOM sponsors VIGILANT GUARD, a joint regional exercise program for the 54 State National Guard Joint Force Headquarters and their Joint Task Forces and Field Units, to improve command and control and operational relationships with internal, regional civilian, Federal, and other military partners. The VIGILANT GUARD team works side-by-side with our NORAD and USNORTHCOM exercise planners to coordinate and synchronize our training efforts. Two of the four annual VIGILANT GUARD exercises are linked with major NORAD and USNORTHCOM exercises, like ARDENT SENTRY and VIGILANT SHIELD, or the annual National Level Exercise.

To date, 14 VIGILANT GUARD exercises have been conducted, with participation from 39 States and territories (representing more than 8000 National Guardsmen) and scores of Federal, State, and local level government agencies and first responders. The VIGILANT GUARD program exemplifies the successful partnership among uniformed defenders of the homeland—NORAD, USNORTHCOM, and the National Guard Bureau—and helps assure the American public that we are ready for the mission.

Partnerships

Canada. The NORAD bi-national defense agreement is a tremendous example of the closeness and richness of our defense relationship with Canada. The bilateral relationship between USNORTHCOM and Canada Command also continues to mature. On 14 February 2008, I joined my counterpart, Lieutenant-General Dumais from Canada Command, in signing the United States-Canada Civil Assistance Plan. The Civil Assistance Plan is the framework under which military forces of one nation support the military forces of the other nation to provide timely, effective, and efficient support to their respective civil authorities.

Since then, the Civil Assistance Plan has been used once during real-world operations and several times during exercises. Following the appropriate exchange of diplomatic notes, we successfully executed this plan during the 2008 hurricane season when a Canadian C-17 aircraft assisted us with aeromedical evacuation operations during Hurricane GUSTAV. As we look to the future, the Civil Assistance Plan provides a framework for collaborative planning, training, and exercises in preparation for events such as the Vancouver 2010 Olympics.

Last year I reported that USNORTHCOM, NORAD, and Canada Command initiated a study to examine future roles, missions, and relationships for the three Commands, with a desired end state of strengthening North American defense and security while enhancing the valued relationship between Canada and the United States. The study continues, and we have made significant progress in maturing our relationships and promoting enhanced military cooperation among the Commands, including work on a proposed framework which will assist in clarifying how the three Commands operate and interact, highlight fundamental relationships, and underscore individual command responsibilities concerning mutual support and cooperation.

In an effort to advance our partnership with Canada Command toward enhanced continental defense and security, our Commands are also jointly developing various plans to provide a strategic framework for the bilateral defense and security of the United States and Canada, building on the existing U.S.-Canada Basic Defense Document and NORAD Agreement. These plans will, if required and authorized by our respective governments, provide a bilateral construct for employing the military forces of the United States and Canada in coordinated or combined operations, when not already covered by the NORAD Agreement.

Mexico. Our relationship with Mexico has never been better and continues to strengthen every day. Over the past year, we have advanced our relationship from one of introductions and orientation visits to one of open, frequent, and frank discussions on how we can improve our collective security from common threats. The government of Mexico is engaged in a difficult campaign against organized violent criminal networks that claimed over 5,000 lives in 2008. Your support of the Merida Initiative and DOD Counternarcotics Programs is helping to build the Mexican military's ability to counter threats to our mutual security. We especially thank Congress for approving our request for critically needed equipment under fiscal year 2008 Section 1206 authority. This enabled us to coordinate the first U.S. military equipment support to Mexico since the Command was activated in 2002. This equipment, all of which is non-lethal, includes personal protective equipment, digital media forensics equipment, night vision devices, and equipment needed to board suspect vessels at sea. We are now finalizing the requirements for delivery of transport helicopters and maritime surveillance aircraft to the Mexican military under the Merida Initiative.

USNORTHCOM has teamed with the Department of State, the U.S. Geological Survey, Agency for International Development, Federal Emergency Management Agency, and the

Environmental Protection Agency to execute Building Partnership Capacity and Humanitarian Assistance programs within our area of responsibility. One example of our efforts includes cooperation exhibited by Mexico's first acceptance of large-scale, DOD-provided civil material assistance consisting of 100,000 personal protective ensembles from the Defense Security Cooperation Agency excess property program. Because Mexico is our neighbor and disasters do not respect national boundaries, we are focused on developing and improving procedures to respond to potentially catastrophic events such as pandemic influenza outbreak, mass exposure to dangerous chemical and materials, and natural disasters. It is important to note that some of our international partners in these endeavors include domestic agencies such as Proteccion Civil in Mexico, who is responsible for consequence management response.

USNORTHCOM representatives recently participated in a Western Hemisphere Institute for Security Cooperation (WHINSEC) Board of Visitors curriculum review; the first such participation by USNORTHCOM. Our review helped ensure WHINSEC training supports Mexican efforts against Drug Trafficking Organizations while simultaneously emphasizing human rights. In both areas, WHINSEC has performed superbly in support of our Theater Campaign Plan. Last year, Admiral Stavridis and I wrote a letter of support to Congress expressing the importance of safeguarding the privacy of WHINSEC students and staff.

Caribbean Islands, The Third Border. The 2008 Unified Command Plan shifted the USNORTHCOM and U.S. Southern Command boundaries in the Caribbean.

USNORTHCOM's area of responsibility now includes Puerto Rico and the U.S. Virgin Islands and the sovereign islands of the Bahamas, and two dependencies of the United Kingdom (the Turks and Caicos and British Virgin Islands).

Admiral Stavridis and I proposed this change for a number of reasons. First, it simplifies the homeland defense and civil support missions with Puerto Rico and the Virgin Islands. Second, because the Bahamas are just 90 miles from the United States and considering its close relationship with our Federal interagency partners as well, we enhanced our capabilities in this critical sector.

As we have with Canada and Mexico, we will develop a theater engagement strategy for our “Third Border” with the Bahamas, Puerto Rico, the U.S. Virgin Islands, the Turks and Caicos, and the British Virgin Islands. Our strategy will build on existing relationships established by U.S. Southern Command and the Joint Interagency Task Force South to strengthen our nation’s counterterrorism and counternarcotics capabilities in the Caribbean.

Interagency Community. For USNORTHCOM to be successful in protecting the United States and its interests, we must support other agencies in working toward common objectives and building the capacity of partners. Our USNORTHCOM and NORAD Interagency Coordination Directorate and the Commander’s Joint Interagency Coordination Group integrate and synchronize information and activities among multiple civilian, Federal, State, and private sector organizations. This interagency Group is comprised of full-time professionals representing 40 agencies resident at USNORTHCOM Headquarters or in the local area. Some of the Federal departments and agencies represented are the Department of State; the Department of Homeland Security (including the Federal Emergency Management Agency), U.S. Customs and Border Protection, the Transportation Security Administration, and U.S. Coast Guard; Department of Health and Human Services; Department of Transportation; Federal Aviation Administration; Central Intelligence Agency; Federal Bureau of Investigation; U. S. Geological Survey; and U.S. Army Corps of Engineers.

USNORTHCOM's planning and operations staffs collaborate with our interagency partners to integrate and synchronize plans, security and emergency response activities. We host an informal Interagency Planner Synchronization Working Group at the national level on a bi-weekly basis. This type of collaboration has enabled us to execute a "whole-of-government" approach to planning, and has significantly improved cross-agency collaborative planning between the Department of Homeland Security, Federal Emergency Management Agency, the Department of Health and Human Services, Centers for Disease Control and Prevention, U.S. Army Corp of Engineers, Office of the Secretary of Defense, the Joint Staff, National Guard Bureau, USNORTHCOM and component command planning staffs. We continue to see this collaborative effort expand as additional agencies choose to join.

USNORTHCOM's Joint Intelligence Operations Center North invests heavily in the Intelligence Community networks established to improve analysis and warning of international terrorist threats to North America. Working with the Defense Intelligence Agency, we have assigned a senior terrorism analyst to work in the National Counterterrorism Center Defense Intelligence Unit. The Defense Intelligence Unit serves as a critical information-sharing advocate for all Commands and DOD stakeholders. Defense Intelligence Unit analysts work within the National Counterterrorism Center with full access to both widely disseminated and more sensitive Intelligence Community information on terrorism.

We also continue to grow our critical information-sharing partnership with the FBI. The focal point for this relationship is our intelligence liaison officer assigned to the FBI's National Joint Terrorism Task Force. Additional analyst-to-analyst collaborative efforts regarding specific threats of mutual concern are robust and growing. In a step that will immeasurably benefit our preparedness and collaboration on shared threats, the FBI embedded one of their

experienced terrorism analysts within USNORTHCOM's Joint Intelligence Operations Center North Terrorism Analysis Division in February 2009.

DOD liaison officers from USNORTHCOM, the Joint Staff, and the National Guard Bureau are assigned to Headquarters, Federal Emergency Management Agency to facilitate information sharing, coordination, and planning efforts for contingency response. These postings help to maintain effective coordination of plans and activities, enhance exchange of knowledge and advice, and facilitate effective relationship building. We maintain visibility of the Federal Emergency Management Agency's logistical preparations and Defense Logistics Agency-sourced deliveries. This improves situational awareness, helps reduce the need for short-notice airlifts, and improves our ability to anticipate and rapidly respond to emerging requirements during defense support of civil authorities missions.

USNORTHCOM has assigned Defense Coordinating Officers, supported by Defense Coordinating Elements, to each of the ten Federal Emergency Management Agency Regions to ensure close coordination in planning and operations. USNORTHCOM and the Federal Emergency Management Agency also co-sponsor an annual Federal Coordinating Officer–Defense Coordinating Officer Conference designed to maintain and enhance civil-military understanding and support for disaster response planning activities.

USNORTHCOM has made considerable progress in developing appropriate planning relationships between the Department and Private Sector/Non-Governmental Organizations (PS/NGO) entities (business, non-profit, non-governmental, faith-based, and academia). We teamed recently with the Federal Emergency Management Agency Private Sector office to co-host a first ever “Public/Private Sector Collaboration in Disaster Preparedness and Response” Conference. This conference significantly enhanced DOD and USNORTHCOM collaboration

with PS/NGOs who own or manage some 85% of our nation's critical infrastructure and play a major part in disaster response. It's important to note that we are not attempting to take over or direct the Private Sector; however, we do believe we should be an active member of the overall preparedness and response community.

In coordination with the Federal Emergency Management Agency and the National Guard Bureau, USNORTHCOM continues the deliberate development of relationships with State governments and organizations that represent constituencies. As a primary example of our State engagement efforts, we have teamed with the Federal Emergency Management Agency and the National Guard Bureau to develop and execute internal and tailored training for requested States. We continue to work in partnership with the National Guard Bureau, with State Adjutants General, and State Joint Force Headquarters to identify gaps and shortfalls, specific all hazard events, and other critical issues. Our State engagement outreach also includes the Adjutants General Association of the United States and National Governors Association.

U.S. Coast Guard. The operational relationship between USNORTHCOM and the U.S. Coast Guard provides a flexible, time-critical response, and immediate access to the full spectrum of capabilities and forces to ensure maritime security and defense of the United States. USNORTHCOM and the U.S. Coast Guard coordinate for operations in multiple national defense mission areas: maritime intercept operations, rotary wing air intercept operations, mine countermeasures operations, maritime security and defense, counterdrug operations, migrant interdiction, theater security cooperation, and military environmental response operations.

U.S. Coast Guard personnel are fully integrated within the USNORTHCOM staff, and the USNORTHCOM staff is fully engaged with U.S. Coast Guard Pacific and Atlantic Area Commands in maritime planning and execution.

Enhancing our Capabilities

United States-Canada Defense Surveillance Gapfiller Strategy. USNORTHCOM and NORAD lack adequate real-time, persistent, multi-domain surveillance and command and control capabilities for North American defense. Wide Area Surveillance capability is critical to development of an Integrated Air and Missile Defense of the Homeland; however, existing surveillance assets are inadequate and aging.

Gapfiller is the USNORTHCOM and NORAD Family-of-Systems strategy to improve command and control and wide area surveillance of the North American continent and enable the engagement and defeat of missiles prior to impact in the homeland. Current gaps in the Joint Engagement Sequence (i.e., kill chain) leave our countries vulnerable to attacks in multiple domains. To address these gaps, we are conducting two technology demonstrations.

Gapfiller will integrate currently disparate Command and Control surveillance systems including those of other agencies and will integrate an advanced surveillance capability for initial improvement of homeland defense and security initiatives. Doing so will provide ground truth information to DOD, the Department of Homeland Security, and other civilian organizations.

The second effort is a Technology Risk Reduction Initiative for the Next Generation Over-the-Horizon Radar. Leveraging existing U.S. and Australian collaboration, this Technology Risk Reduction Initiative should greatly improve our ability to surveil the approaches to the homeland. The command and control JCTD will provide the Over-the-Horizon Radar picture to all mission partners. Together, these initiatives lay the foundation for improved integrated wide area surveillance around North America and a coherent, shared

operational picture that allows us to detect, respond to, and prevent asymmetric attacks against the homeland.

Unmanned Aircraft Systems (UAS). During 2008 in response to requests from U.S. law enforcement agencies, USNORTHCOM employed UASs along the U.S. southwest border. A Global Hawk was employed during the Southern California Wildfires to provide State and local officials with imagery to assist in firefighting efforts. As previously stated, USNORTHCOM employed a Global Hawk to obtain pre- and post-landfall imagery of coastal areas in the path of Hurricane GUSTAV.

USNORTHCOM is fully engaged with the UAS community through our membership on the Joint UAS Center of Excellence Advisory Council and our participation on the Policy Board for the Federal Aviation UAS Subgroup. We are eager to team with our partners at the Department of Homeland Security as they expand their UAS operational capabilities to achieve synergy with our homeland defense and homeland security efforts. We will be hosting a National Summit for UAS stakeholders this spring to help determine the best way forward on employing UAS capabilities in the National Airspace.

Arctic Policy. The law of the sea, as reflected in the 1982 Convention on the Law of the Sea, is the foundation of the extensive international legal framework that applies to the Arctic Ocean. Although all other nations bordering the Arctic are parties to the Convention, the United States has yet to join the treaty. Becoming party to the Convention would protect and advance U.S. interests in the Arctic by bolstering our national security (including the maritime mobility of our Armed Forces), securing U.S. sovereignty rights over extensive marine areas (including the valuable natural resources they contain), and giving the U.S. a seat at the table when rights vital to our interests are debated and interpreted.

The State Department leads U.S. Arctic policy and, together with a number of Federal agencies, implements the policy through the Arctic Council and bilaterally with other Arctic states. National Security Presidential Directive-66 and Homeland Security Presidential Directive-25 (NSPD-66/HSPD-25) advocate for increased United States regional presence, maritime domain awareness, freedom of navigation, and the ratification of 1982 Convention on the Law of the Sea. NSPD-66/HSPD-25 also states that the United States “is prepared to operate either independently or in conjunction with other states” to safeguard its Arctic interests. Through NORAD, we have an opportunity to work closely with Canada in enhancing aerospace and maritime domain awareness in the Arctic. There is also potential for significant bilateral cooperation with Canada, through collaboration with Canada Command.

Transformational Communications. NORAD requires survivable, protected, and dynamic satellite communications capabilities throughout our area of operations and among all of our assets. At the same time, USNORTHCOM requires dynamic satellite communications for capacity and coverage throughout the entire area of responsibility that will support real-time joint force networking, battle space awareness and land-, air-, and sea-borne command and control, intelligence, surveillance, and reconnaissance. For both Commands, the current and emerging missions within the Arctic region require the expansion of current and planned polar satellite communications capabilities. Our networks must seamlessly bridge with Federal, State, and local agencies. In my view, transformational satellites continue to offer the most viable course of action to satisfy our requirements for high-speed, secure, protected, dynamically-allocated and efficiently-utilized communications.

Biometric Access Control Enterprise. Biometrics is increasingly important in many areas of security. USNORTHCOM plans to capitalize on this technology by fielding a

networked, interoperable, biometrically-enabled installation access control enterprise for military installations in the United States. Biometric access control systems are already in use overseas and we believe now is the time to apply the same vigilance here at home to protect our people, installations, and critical infrastructure from obvious threats.

Deployable Homeland Air and Cruise Missile Defense. One of the more stressing challenges USNORTHCOM and NORAD will face in defense of the homeland in the near future is emerging air threats to include low flying aircraft, cruise missiles, Unmanned Aircraft Systems, and Short and Medium Range Ballistic Missiles. The United States lacks an integrated air and missile defense capable of defending against these threats. As the threat of terrorism looms and the proliferation of advanced asymmetric capabilities grows, it becomes increasingly important to develop a truly integrated air and missile defense system-of-systems tailored to meet the unique needs of the homeland.

In the past year, USNORTHCOM and NORAD have made significant strides toward protecting the homeland against these threats by developing a viable Integrated Air and Missile Defense Concept of Operations. To prepare for future homeland threats, USNORTHCOM and NORAD worked closely with the Joint Air Defense Operations-Homeland Joint Test Team and participated in the Defense of the Homeland Against Asymmetric Missile Attack experiment. As the operational sponsors of Joint Air Defense Operations-Homeland, USNORTHCOM and NORAD assisted in developing Tactics, Techniques, and Procedures for a Deployable Homeland Air and Cruise Missile Defense capability. This mobile capability could be used to protect a particular venue or city which may be threatened or at risk. Participation in the Defense of the Homeland Against Asymmetric Missile Attack experiment provided an excellent opportunity to

test the draft Integrated Air and Missile Defense Concept of Operations and to validate the command and control relationships.

Wind Farm Interference. NORAD faces a unique challenge as the United States seeks greater energy independence. We must continue to work closely with the Department of Energy laboratories and the alternative energy industry to ensure our technologies do not render each other's technology useless. We need to identify mitigation techniques that will allow wind turbines and radars to coexist.

Cyberspace Infrastructure. Cyberspace attacks on our information infrastructure can adversely impact our national security posture. Our opponents in this domain are sophisticated, well-resourced, and persistent. Their objectives are to disrupt operations, deny service, and exploit information and technology. To effectively execute assigned missions, USNORTHCOM and NORAD must ensure the uninterrupted use of the Internet as well as commercial and DOD communications systems. We partner with U.S. Strategic Command, the military Services, DOD Agencies, and the Department of Homeland Security to reduce cyberspace vulnerabilities and defend against information infrastructure attacks. While this partnership is sufficient, more coordination and cooperation is required to ensure we operate effectively during major cyberspace incidents.

Maritime Domain Awareness. The maritime domain enables our nation's growth. In order to ensure freedom of movement for all law abiding entities while identifying threats prior to realization, it is imperative that we have a picture of the maritime domain and its relationship to activities in other domains. Maritime Domain Awareness represents a global challenge requiring focused efforts. USNORTHCOM has a fundamental requirement for maritime domain awareness in order to execute our missions. However, we need to develop a common

operational picture based on a common system architecture between the United States and Canada. This will result in enhanced Maritime Domain Awareness to predict, identify, and intercept vessels of interest as well as enhance and formalize information sharing between partner agencies and departments. In this regard, we will continue to work closely with the U.S. Navy, U.S. Coast Guard, as well as our Canadian and other international partners.

USNORTHCOM has also partnered with U.S. Pacific Command to develop a Maritime Domain Awareness Joint Integrating Concept. It describes how the joint force will conduct future (2016-2028) maritime operations to understand the maritime domain and will help identify requirements to achieve maritime domain awareness. This document will be completed in summer of 2009 and will lead to the development of processes necessary for Maritime Domain Awareness, a key enabler for the range of military options in the maritime domain across the Department of Defense. It will help shape DOD's contribution to global Maritime Domain Awareness.

Finally, Maritime Domain Awareness is a critical enabler for the execution of NORAD's maritime warning mission. A major milestone occurred in November 2008 during Exercise VIGILANT SHIELD when NORAD issued its first series of Maritime Warning Messages which validated procedures and confirmed the ability to provide strategic warning of a maritime threat to the governments of the United States and Canada. Despite this success, seams and gaps in process, policy, documentation, classification and releasability, as well as technical impediments to cross-border information sharing in the maritime domain, persist.

Conclusion.

Today, our team of active duty members, Reserve Forces, National Guardsmen, Canadian service members, and civilians are trained and ready to defend the United States and Canada and support civil authorities in times of crisis. With Congress' sustained support, USNORTHCOM and NORAD will continue to anticipate our nations' needs and be ready to protect and defend our fellow citizens and the freedoms they enjoy.