

STATEMENT OF
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AND
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BEFORE THE SENATE ARMED SERVICES COMMITTEE

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INTRODUCTION

Chairman McCain, Ranking Member Reed, and distinguished members of the Committee, I appreciate the opportunity to appear before you today to discuss the posture of United States Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD). I am here representing the Commands' Soldiers, Sailors, Airmen, Marines, Coast Guardsmen, National Guardsmen, Reservists, and civilians safeguarding our nation amidst the most diverse and challenging security atmosphere in our history. Brave men and women are confronting this rapidly changing defense environment head-on. It is an honor and a privilege to serve alongside them and I am grateful to the Committee for the support you provide.

North America is increasingly vulnerable to a vast array of evolving threats--from highly capable, national powers to disaffected individuals who act in response to extremist propaganda. These threats are growing and becoming much more diffuse and less attributable. Moreover, I believe that many of the crises originating as regional conflicts elsewhere in the world are rapidly manifesting themselves here at home and they continue to challenge our ability to warn and defend.

The complexity and volatility of our strategic environment demands that we advance and sustain the capabilities to protect our Homelands. I believe the President's FY17 budget represents a balanced approach to maintaining our strategic advantage within the realities of a fiscally-constrained environment. We are still feeling the impacts of sequestration, primarily because the majority of the Services' cuts were from the operations and maintenance accounts, which directly impedes their ability to provide trained and equipped service members to Combatant Commands. I thank the Committee for your support in passing the Bipartisan Budget

Act of 2015, which represents another important step toward permanent relief from the sequestration caps in the Budget Control Act of 2011.

We are resolute in our commitment to deter, prevent, and defeat attacks against the United States and Canada. We stand ready to provide rapid and robust support to the primary lead agencies responding to domestic disasters and the law enforcement agencies (LEAs) charged with combating transnational organized crime. And we continue to strengthen our regional and homeland partnerships; they are our center of gravity.

STRATEGIC ENVIRONMENT

The expansive complexity of the contemporary security environment makes defending the Homeland a continual challenge. The spectrum of threats to our national security ranges from traditional nation-state military capabilities to individuals with access to increasingly destructive technologies. The diffusion of capability, the inexact art of predicting intent, and the complications of attribution all contribute to a blurring of lines between traditional military threats and asymmetric threats that trigger military support or response. Technological advances and proliferation coupled with pockets of instability will generate a growing array of potential threats against which we must posture ourselves. Many of our potential adversaries are pursuing advanced weapons development not seen in decades. Individually, they pose serious concerns to our national security and the international community. Collectively, they represent a vast spectrum of complex and volatile threats that I believe will only continue to grow and threaten the homeland if we hesitate to act decisively.

RUSSIA

A resurgent Russia continues to assert itself on the world stage. No longer content merely to pursue primacy within its near abroad, Russia's forays into Syria highlight Vladimir

Putin's willingness to employ military power to advance his agenda outside Russia's near abroad. Last year I stated that Russia is progressing toward its goal of deploying long-range, conventionally armed cruise missiles comparable to Western systems. In 2015 these efforts came to fruition, as Russia employed heavy bombers, surface vessels, and a submarine to launch advanced conventional cruise missiles at targets in Syria. These operations served as a proof-of-concept for weapons systems and tactics ultimately intended to provide flexible deterrent options in a future crisis.

Russia's strategic nuclear forces remain the only foreign military threat that could imperil our nation's existence, and Moscow continues to spend significant resources to modernize its nuclear arsenal and delivery systems. While Russia seeks to avoid a strategic conflict with the United States, Moscow perceives itself to be threatened by a coordinated Western effort to erode its sovereignty, weaken its economy, and undermine its regime. I am concerned these threat perceptions could prompt Russia's leaders to misinterpret our intentions in a crisis, leading to inadvertent escalation.

CHINA

As part of its long-term, comprehensive military modernization program, China continues to modernize and expand its strategic forces with a focus on improving its ability to survive a first strike and penetrate United States' missile defenses. Concerned that that United States precision strike and missile defense capabilities undermine its strategic deterrent, Beijing is working to improve the survivability of its nuclear force to ensure a credible second-strike capability.

China continues to supplement its modest silo-based intercontinental ballistic missile (ICBM) force with a growing number of road-mobile ICBMs and is now in the process of

operationalizing its first viable class of ballistic missile submarines, which, if successful, would be China's first sea-based strategic nuclear deterrent. China is also developing a range of anti-access and area-denial weapons which, along with its cyber, counter-space, and strategic nuclear capabilities, are designed to discourage United States intervention in a regional crisis.

Meanwhile, Beijing's diplomatic strategy appears to be focused on limiting U.S. options by denying physical and political access in key regions around the globe.

NORTH KOREA

North Korea's recent hostile cyberspace activity, nuclear testing, and continued ballistic missile development represent a dangerous threat to our national security. North Korea's recent nuclear test and satellite launch demonstrate Kim Jong Un's commitment to developing strategic capabilities, as well as his disregard for United Nations Security Council resolutions. The regime's efforts to develop and deploy the road-mobile KN08 ICBM have profound implications for homeland missile defense, primarily because the missile obviates most of the pre-launch indicators on which we have traditionally relied to posture our defenses. While the KN08 remains untested, modeling suggests it could deliver a nuclear payload to much of the Continental United States. We assess Kim Jong Un is unlikely to attack our Homeland unless he perceives an imminent threat to his regime's survival. However, we are concerned the possession of a nuclear ICBM could embolden the regime's intransigence below the nuclear threshold and complicate our response to a crisis on the peninsula. While I do not believe that North Korea's efforts to develop a submarine-launched ballistic missile represent a near-term threat to the U.S. Homeland, the program underscores the level of effort and resources the regime is willing to devote to developing advanced weapon systems. As the combatant

commander charged with defending the homeland, I take this threat very seriously, particularly in light of North Korea's unpredictable leadership.

IRAN

Iran poses multiple significant security concerns to the United States, and I remain wary of its strategic trajectory. Last year's conclusion of the Joint Comprehensive Plan of Action was a welcome development, but, Iran's continuing pursuit of long-range missile capabilities and ballistic missile and space launch programs, in violation of United Nations Security Council resolutions, remains a serious concern. Iran has successfully orbited satellites using a first-generation space launch vehicle and announced plans to orbit a larger satellite using its ICBM-class booster as early as this year. In light of these advances, we assess Iran may be able to deploy an operational ICBM by 2020 if the regime chooses to do so. Additionally, Iran has invested in developing advanced offensive cyberspace capability and has demonstrated cyberspace operations that could threaten our critical civil infrastructure.

VIOLENT EXTREMISTS

In addition to the challenges posed by global and regional powers, a more insidious threat comes from extremists who undermine our national security through radicalization and violence. Here in the homeland, we face a pernicious terrorist threat from the self-proclaimed Islamic State of Iraq and the Levant (ISIL), which I choose to refer to as Daesh. Their sophisticated and robust social media campaign is motivating citizens to do harm to fellow citizens. Daesh has a strong recruiting narrative amplified by abundant attention in traditional and social media, which can resonate amongst disaffected Westerners. The tragic attacks in Chattanooga and San Bernardino underscore the difficulty intelligence and law enforcement face in detecting

Homegrown Violent Extremists (HVEs) who do not show outward, reported signs of radicalization prior to an attack.

Meanwhile, we remain attuned to the potential for foreign terrorist organizations to conduct more complex, directed attacks in North America. Al-Qa'ida and Daesh have communicated their intent to attack North America, and Daesh demonstrated its capability to conduct horrific, large scale attacks with the November 13th attacks in Paris. In addition, we have observed a continued focus on aviation targets, most notably by the probable bombing of a Russian airliner over the Sinai Peninsula in November. While much work needs to be done, since 9/11, our law enforcement partners and the wider Intelligence Community have vastly improved procedures to deter or prevent similar coordinated attacks, but terrorists are constantly adapting. We are prepared to support civil authorities when asked if a complex or large-scale attack were to take place.

TRANSNATIONAL ORGANIZED CRIME

Transnational Organized Crime (TOC) presents a dangerous and highly sophisticated threat to the United States and a challenge to global stability. Transnational Criminal Organizations (TCOs) exploit infrastructure, corrupt officials, challenge societal norms, and are responsible for attacks on law enforcement and innocent civilians. TCOs represent the principal suppliers of illicit drugs into the homeland and the trafficking of precursor chemicals for use in illicit drug production. TOC erodes the rule of law through extortion, violence and other illicit activity, which creates a security vulnerability that could be exploited by state and non-state actors.

LINES OF OPERATION

In my statement to this Committee last year, I described the unique aspects of USNORTHCOM as the nation's homeland geographic combatant command (GCC) and NORAD as the nation's oldest bi-national command. I explained the importance of prioritizing our complementary and individual functions with a focus on our shared end states. Our key Lines of Operation are more critical than ever to our mission success. We map all of our activities to these Lines of Operation, which shape our activities and effort.

USNORTHCOM and NORAD **Lines of Operation**

- Defense of our Homelands
- Defense Support of Civil Authorities
- Homeland Partnerships
- Regional Partnerships
- The Arctic
- Professionalism and Excellence
- Warfighters and Families

DEFENSE OF OUR HOMELANDS

As the Commander of USNORTHCOM and NORAD, my primary task is to defend the homelands. *Defense of our Homelands* is our dominant line of operation, and it is the core focus of USNORTHCOM and NORAD primary missions. We are ever mindful of the supreme responsibility we have of defending the security of the United States, our citizens, and our allies and partners. In 2015, we celebrated NORAD's 57th year defending North America against attack through our no-fail aerospace warning and aerospace control missions. NORAD was born in the Cold War and expanded to an internal threat focus after 9/11. By contrast, USNORTHCOM was born in the aftermath of 9/11 and shaped by the seminal nature of those attacks. Both Commands are ever-adapting within the strategic environment, and we work hard to develop our capabilities to outpace threats.

MISSILE DEFENSE

USNORTHCOM's most prominent homeland defense mission is *Ballistic Missile Defense (BMD)*. Currently, our BMD architecture is designed primarily to defend against limited long range ballistic missile attacks from North Korean and Iran. In light of an evolving threat and the increasingly enigmatic and unpredictable nature of North Korea's dictator, Kim Jong Un, I believe it is imperative that the United States continue to develop more capable forces and broader options for effective ballistic missile defense. Our BMD architecture is comprised of a group of independent, yet interrelated components that form a complex and unified defensive network. This system of systems cannot be modernized and maintained sequentially; each component must be improved concurrently to outpace the evolving threat. I agree with and support the modernization priorities set by Vice Admiral Jim Syring and his team at the Missile Defense Agency (MDA), including improvement in our discrimination sensors, lethality of our kill vehicles, sustainment of the BMD architecture, and development of our kinetic and non-kinetic options. I am grateful to this committee for your support and commitment to modernizing our Ballistic Missile Defense System (BMDS).

We are on the right path to improving our sensors through the development and deployment of the new Long Range Discrimination Radar (LRDR). This critical midcourse sensor is expected to provide persistent sensor coverage and vastly improve our target tracking and discrimination capability. The LRDR will help us evaluate our countermeasure options and increase the capability of our Ground-based Midcourse Defense (GMD) interceptors.

We remain on track to deploy the final 14 interceptors in Alaska, which will give us 44 missiles in the ground by the end of 2017. Finishing the inventory is a big step toward the robust BMDS of the future, but it is critical that we not stop there. We need to continue working on

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enhancements to the current Exo-atmospheric Kill Vehicle (EKV), and investments in the future Redesigned Kill Vehicle (RKV). We need to invest in the lethality of our kill vehicles, and in ways to get us to the right side of the cost curve. Our adversaries are developing relatively inexpensive technologies, which we assess can reach the homeland. By contrast, our interceptors are vastly more expensive. Today, our BMDS is in an unsustainable cost model, which has us postured to shoot down inexpensive rockets with very expensive ones.

I believe that homeland defense is fundamentally an “away game”, and missile defense is no exception. Today’s GMD system is designed to intercept incoming threats after the launch is initiated. While that approach offers us sufficient decision space, we need to augment our defensive posture with one that is designed to defeat ballistic missile threats in the boost phase as well as before they are launched, known as “left of launch.” In concert with our public and private stakeholders, MDA is working on an emerging technology that will enable us to employ non-kinetic methods to defeat ballistic missile threats when we receive indications that a launch is imminent. I believe this technology will reduce the overall cost of engagement-based missile defense and provide us options to defeat ballistic missiles that continue to proliferate around the world.

We work closely with other GCCs, functional combatant commands, and partner nations to leverage capabilities that enable us to protect the Homeland. Thanks to agreements with the government of Japan, United States Pacific Command (USPACOM) was able to deploy a second Army Navy/Transportable Radar Surveillance and Control Model 2, or AN/TPY-2 to Japan, which dramatically improved our ability to “defend forward.”

In addition to the proliferation of ballistic missile threats, I am deeply troubled by the development of advanced long-range cruise missiles and the growing threat they represent to

North America. Russia possesses both conventional and nuclear cruise missiles with the range to reach North America and it has proliferated some advanced cruise missile technologies to other actors. This threat is real and it is imperative that we develop effective response options to outpace the threat and enhance our deterrence. We are working with the Joint Integrated Air and Missile Defense Organization (JIAMDO), MDA, and other stakeholders to improve our *Cruise Missile Defense (CMD)* capabilities.

Effectively countering and defeating cruise missiles requires a layered and integrated architecture that can defend across the full spectrum of the engagement sequence. Cruise missiles represent a real operational challenge because of their increased standoff capability, low altitude and small radar signatures. Although no single system can counter all cruise missiles, we have confidence in our layered architecture to defend the homeland. To defeat this more capable threat, we are working on enhancements to each of the individual systems, including our Indications and Warnings capabilities, wide-area-surveillance, and advanced fire control infrastructure.

We are in the first segment of our three-phase Homeland Defense Design (HDD) effort, which will improve our capability to find, fix, track, target, and engage growing air threats, such as those posed by cruise missiles, low-slow aircraft, and long-range aviation. In this first phase, we are testing and evaluating advanced sensors as well as integrated command and control capabilities. In addition to the new Stateside Affordable Radar System (STARS), we had begun a three-year operational exercise of the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS). This exercise has been an opportunity for us to see how well JLENS can fit into the existing Integrated Air Defense System (IADS) of the National Capital

Region (NCR), including deployment of a JLENS Fire Control System aerostat, which is designed to work in tandem with the surveillance aerostat.

Unfortunately, on October 28, 2015, the JLENS Fire Control System aerostat detached from its mooring station on Aberdeen Proving Ground, Maryland, and eventually grounded in a wooded area in northeast Pennsylvania. The Army is conducting a thorough investigation to determine the cause of the incident. Although this was a setback to our operational exercise, we still believe the JLENS system shows great promise in defense of the NCR. If the outcome of the investigation leads to the resumption of the operational exercise, we will work with the Army and the Office of the Secretary of Defense, as well as Congressional Defense Committees, on the way forward to continue our assessment of JLENS' performance in support of cruise missile defense.

AEROSPACE WARNING, AEROSPACE CONTROL AND MARITIME WARNING

In 1958, the United States and Canada formalized the bi-national agreement, which created NORAD to provide centralized operational control of continental air defenses against the threat of Soviet bombers. Every subsequent renewal of that agreement helped reshape the partnership to meet evolving threats to North America. After the fall of the Soviet Union, and in light of non-traditional aerospace threats, NORAD expanded its mission to include air sovereignty, warning, and assessment. In the aftermath of September 11, 2001, NORAD's paradigm changed, and we began to focus on aviation security issues originating within Canada and the United States. For the last 14 years, Operation NOBLE EAGLE has defended our nation against 9/11-style terrorist attacks and other non-traditional aviation threats.

Aerospace warning and aerospace control of North America remains NORAD's primary missions. The command retains robust air defense capabilities to execute the air sovereignty

mission over Canada, Alaska and the continental United States. Today, we are confronted with an unprecedented spectrum of aerospace and maritime challenges, ranging from resurgence in Russian naval and aerospace activity to the proliferation of private Unmanned Aircraft Systems (UAS).

In addition to expanded military activity in Europe and the Middle East, we are observing a significant rise in Russian military assertiveness in the approaches to North America. Russian Long Range Aviation activity has surged, beginning with regular out-of-area patrols in 2007, culminating with a record number of out-of-area patrols in 2014 and the first-ever combat use of Russian heavy bombers in the Syrian conflict in November 2015.

NORAD is responsible for monitoring and identifying all aircraft of interest approaching North America that may enter the sovereign airspace of either Canada or the United States. On July 4th, 2015, NORAD fighter aircraft intercepted and visually identified two sets of Russian Tu-95 “Bear” long-range bombers flying in the United States Air Defense Identification Zone, one in the airspace west of Alaska's coast and another off the coast of central California.

Although none of the four bombers entered U.S. or Canadian sovereign airspace and were not a direct threat to our national security, they do represent a strategic demonstration of Russian military capability. I believe these flights are one way the Kremlin delivers the message that Russia remains a power with global reach.

In addition to increasing activity from state-actors and the potential for 9/11-style attacks, the growing availability and expanding capability of small manned and unmanned aerial systems will challenge the DOD, the Department of Homeland Security (DHS), and our law enforcement partners defending our airspace. UAS constitute a rapidly-developing industry, with increasingly sophisticated and yet simple-to-operate systems available for purchase by the general public,

increasing the likelihood that more of these aircraft will be used in the National Airspace System. Although the vast majority of these devices are operated in a lawful manner, their growing availability increases the likelihood of illicit use. Countering increased proliferation of non-traditional aviation technology (NTAT) will take a whole-of-community approach, with law enforcement at every level playing a critical role.

NORAD is postured to defend against threats to North America by aircraft, cruise missiles, and medium or large UASs. However, the layered detection infrastructure used to detect, identify, and track these threats is not designed for smaller non-traditional aircraft or UAS. On April 15, 2015, a small manned gyrocopter departed from Gettysburg, Pennsylvania and flew to the NCR, landing on the grounds of the Capitol in Washington, D.C. The gyrocopter unknowingly exploited an operational challenge in detecting and tracking low-altitude and slow-speed aerial vehicles.

The airspace surrounding the NCR, known as the Washington D.C. Special Flight Rules Area (SFRA) is monitored by the Integrated Air Defense System (IADS), which is a vast network of radars, cameras, and other detection and warning devices. The IADS is extremely capable of identifying and tracking potential threats to the NCR--anything from large commercial aircraft down to small, single-propeller recreational aircraft. Our post-event analysis revealed that the gyrocopter was detected by several of our integrated sensors as it approached and transited the SFRA. However, some of the aircraft's operational parameters, including speed, altitude, and radar cross-section fell below the thresholds necessary to differentiate it from surrounding objects, including weather, terrain, and birds. This event reinforced the fact that detecting and tracking low-altitude and slow-speed aerial vehicles is a significant technical challenge. The post-event analysis was a turning point for the interagency community's efforts

addressing the technical and procedural changes necessary to detect, track, and mitigate threats posed by these non-traditional aviation technologies.

As the spectrum of aerospace and maritime threats expands, we test and evaluate our ability to warn and defend against a range of scenarios. We challenge ourselves to outpace the known threats and anticipate the unknown ones. In order to test responses, systems and equipment, NORAD conducts numerous exercises with a variety of scenarios, including airspace restriction violations, hijackings and responses to unknown aircraft. This year, we conducted fourteen robust interagency live-fly aerospace defense exercises. These training events are scenario-based and are intended to exercise all aspects of our airspace defense plans. Defending the airspace in the NCR requires close collaboration with all the interagency stakeholders; therefore, we coordinate and exercise with our key partners, including the Federal Aviation Administration (FAA), the National Capital Region Coordination Center (NCRCC), the Joint Air Defense Operations Center (JADOC), the Civil Air Patrol, the U.S. Coast Guard, and the Continental NORAD Region (CONR) Eastern and Western Air Defense Sectors.

In addition to NORAD's traditional air defense role, our mission set also encompasses maritime warning, which includes the unique responsibility of providing maritime domain awareness and maritime warning of activities conducted in the maritime approaches and internal waterways of North America. Although NORAD does not have a maritime control mission, we are uniquely postured to process, assess and disseminate intelligence and operational information to our Canadian and U.S. interagency partners. The maritime approaches to North America are extremely congested, which makes executing a unilateral, bilateral or bi-national response to a threat challenging. We issued eight maritime warning advisories in 2015, providing a critical bi-national homeland defense support capability.

HOMELAND DEFENSE

Global violent extremism is on the rise and it is neither restricted to a single ideology nor constrained by borders. The 2015 attacks in Paris, Mali, Chattanooga, San Bernadino, and others represent a growing radical movement of groups and individuals inspired by a range of beliefs that promote or use violence to undermine our universal values. Here in the homeland, we are seeing a growing use of violence by domestic terrorists and HVEs, many of whom are radicalized by violent extremist groups like Daesh, and Al-Qa'ida.

We collaborate with the Federal Bureau of Investigation (FBI), DHS, and many other federal agencies to provide unity of effort to deter, prevent, and defend against threats to our Homeland. Our federal partners and allies have successfully deterred or prevented some violent plots, but blind spots and intelligence gaps are common when trying to counter terrorism, so we must prepare for those times when we have no specific warning. In making assessments of possible threats, we gather and share snippets of information and try to determine how individual threat reports may morph into threat streams. We assess these threats against four specific attributes: plausibility, credibility, specificity, and imminency. In a number of cases, we are able to establish that the threats are plausible and credible, but often times we lack specific and imminent pre-operational indicators, which makes preventing these attacks especially challenging.

As the Commander of USNORTHCOM, I am responsible for protecting DOD installations and personnel from domestic threats. One of my assigned tasks is setting the baseline Force Protection Condition (FPCON) for DOD installations in the Homeland. Earlier this year, we began to observe a growing focus on targeting members of the United States

military, in addition to virtual targeting of DOD personnel after Daesh released the names and addresses of U.S. service members.

On May 7, 2015, I raised the FPCON level in the United States to FPCON Bravo, which is only the second time that has been done since 9/11. My decision was a prudent measure to ensure increased vigilance and safeguarding of DOD personnel, installations, and facilities within my USNORTHCOM Area of Responsibility (AOR). I believe terrorists will continue to emphasize targeting DOD personnel for the foreseeable future, so establishing a preemptive, unpredictable frequency of actions will mitigate threats to our installations, personnel, assets, resources, and infrastructure.

After the tragic July 16th shootings in Chattanooga, I released an additional force protection advisory that mandated several additional randomly-applied security measures within FPCON Bravo, with an emphasis on off-installation activities, including recruiting stations, Reserve centers, and Reserve Officer Training Corps units. With this threat not diminishing, these increased security measures will likely become our new normal, so we implemented measures that were practicable and sustainable for the facilities affected.

For the Homeland, I believe Daesh's center of gravity is in their narrative and a perception of success in bringing about a 21st century "caliphate." Our objective must move beyond defending against violent extremism to preventing it entirely by breaking their cycle of radicalization, which will require countering their narrative at the grassroots level. Countering the narrative of terrorists like Al-Qa'ida and Daesh requires a globally unified response, including positive and proactive contributions from national and local governments, local communities, and the private sector.

COUNTERNARCOTICS AND TRANSNATIONAL ORGANIZED CRIME

The trafficking and the endemic abuse of illicit drugs represent a national security threat to the United States. The primary criminal drug threat is posed by Mexican TCOs, the main suppliers of cocaine, heroin, methamphetamine, and marijuana throughout the United States. TOC distribution networks and drug trafficking enterprises are expanding, most notably among the heroin and methamphetamine markets. Here in the homeland, TCOs maintain relatively low profiles to avoid confrontations with law enforcement, but their domestically-affiliated gangs commit violent crimes to maintain power in their territories and control their local drug markets. In addition to illicit drug trafficking, these intricate TOC networks move legal goods, weapons, natural resources, and people, with revenues comparable to the gross domestic product of small countries.

Combating TOC requires unity of effort among federal, state, local, and foreign governments. We will continue to work together with our interagency partners in assisting Mexico and other countries around the world to respond to the evolving threats posed by transnational criminal organizations. Central to this effort is strengthening our partner nations' ability to enhance the rule of law so that judicial, law enforcement, security, and community organizations can effectively combat the TCOs.

USNORTHCOM works very hard to develop the trusted partnership opportunities with our domestic law enforcement agencies and Mexican military partners to align and synchronize our efforts. We provide Title 10 counterdrug support to federal, state, and local law enforcement agencies, and we coordinate with the National Guard to synchronize DOD support to domestic law enforcement. When requested by Mexico, and in a manner consistent with the human rights provisions of the Leahy Law, USNORTHCOM cooperates with the U.S. Country Team and the

Mexican military to support efforts building C-TOC capacities to disrupt and degrade TCO activities.

We provide operational counterdrug support through our subordinate command, Joint Task Force North (JTF-N), which recruits and employs Title 10 units on a strictly voluntary basis filling domestic law enforcement gaps with mostly military-unique capabilities. In 2015, JTF-N provided support to 51 specific multi-domain and multi-LEA operations, including detection and monitoring, ground surveillance, and mobility support.

In addition to providing critical military-unique support to LEA, the operational support provided by the Title 10 units significantly benefits DOD, because in many cases, it simultaneously achieves many of the supporting unit's critical training requirements. The planning, interagency collaboration, and dynamic execution of these missions closely approximates the missions these units will perform during future deployments, and the setting of southwest border operations mirrors the austere environment common to many forward-deployed locations.

USNORTHCOM is just one supporting organization in the much larger interagency and international law enforcement effort to counter TOC in the global environment. We contribute, as the other combatant commands do, by addressing threats in our AOR, providing support to our interagency and host nation partners, and collaborating with each other to close gaps and seams. We will continue our efforts to enhance mutual trust, increase collaboration, improve C-TOC capacity, and to contribute to a cooperative defense of North America.

CYBER

Cyber threats are increasingly among the most serious national security dangers faced by the United States today, and I remain adamant in considering activity in cyberspace as integral to

an overall domestic attack assessment. More and more we are confronted by a range of actors, from nation states like Russia, North Korea, China, and Iran, to profit-motivated criminals and ideologically-driven hackers. Both state and non-state actors attempt to target critical infrastructure, information and telecommunication systems, and financial institutions. What makes cyber attacks so difficult to defend against is the speed at which the technology advances, coupled with the diffuse nature of the attacks and the difficulty to attribute the source.

Cyber attacks pose a serious risk to the networks and systems controlling our critical infrastructure. The U.S. military is dependent on privately owned critical infrastructure, an attack on which could yield potentially severe consequences in a time of crisis. We are working with our government and industry partners to isolate our vulnerabilities and identify ways to prevent malicious cyber activity while defending our networks.

In addition to the millions of daily vulnerability probes of our networks and other cyber sabotage activity, we have seen a rise in Chinese cyber espionage, resulting in a significant loss of intellectual property and sensitive information that resides on some of our unclassified systems. This loss of vital intellectual property has the potential to damage our national security and impede our economic growth.

DEFENSE SUPPORT OF CIVIL AUTHORITIES

As the USNORTHCOM Commander and a GCC with responsibility for 49 of 50 states, I have the responsibility to provide DOD assistance to federal, state, local, territorial, and tribal authorities within the homeland. *Defense Support of Civil Authorities (DSCA)*, our second Line of Operation, is a unique authority by which we facilitate DOD support in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities. DSCA covers the spectrum of civil activities, from localized weather

incidents to the response to weapons of mass destruction events. The DOD has a long history of supporting civil authorities with specialized skills, capabilities, and capacities maintained for the battlefield that provide stability in the wake of catastrophic events at home. Our support has been significantly shaped by lessons learned in the aftermath of Hurricanes Katrina and Sandy, and we conduct vigorous exercises to forge our enduring partnerships with agencies and organizations across the country. We stand ready to support the lead federal agencies (LFA) in responding quickly to natural and manmade disasters and to the effects of terrorist attacks.

The most prominent and frequent support we provide is disaster response assistance to DHS's Federal Emergency Management Agency (FEMA). Last year's FEMA major disaster declarations were mostly in response to severe storms, flooding, and wildfires. We directly supported disaster relief operations to several states that suffered widespread flooding, including South Carolina. One of the worst fire seasons in recent United States history occurred this past year, with wildfires spreading throughout much of the Western United States and straining federal, state, and local firefighting capacity. Of note, 2015 was the worst year on record for wildfires in Washington State, culminating in a rash of fires that resulted in a federal emergency declaration. As a result of widespread fires, the National Interagency Fire Center (NIFC) set the national Preparedness Level (PL) at PL5, the highest level, which indicated that wide geographic areas were experiencing major incidents which had the potential to exhaust all agency fire resources. For the first time since 2006, the NIFC submitted a Request For Assistance (RFA) through USNORTHCOM, with final approval by the Secretary of Defense for DOD firefighting support. In August 2015, NIFC's request was approved, and with the help of the United States Army, we deployed 200 soldiers from 17th Field Artillery Brigade located at Joint Base Lewis-

McChord in Washington to provide ground support to the fire-fighting effort. The crews assisted the fire prevention efforts, and constructed firebreaks to slow or stop the progress of the fire.

As incidents in the Homeland develop, we work closely with our interagency partners to provide options for DOD support, should they require our assistance. In November, the DHS and U.S. Department of Health and Human Services (HHS) observed an increase in the number of unaccompanied children (UC) and family units apprehended along the Southwest Border, with a trend that was projected to exceed its organic housing capacity. The Office of Refugee Resettlement at HHS initiated a plan to expand its temporary capacity to house unaccompanied children, which included a request to the DOD to identify facilities capable of temporarily housing UCs. In support of HHS and with the help of the Services, we coordinated the use of several DOD installations that could be used for this purpose, under a reimbursable agreement between the agencies. In January 2016, 129 UCs arrived at Holloman Air Force Base, New Mexico under the care of HHS' Administration for Children and Families and USNORTHCOM remains ready to facilitate the use of other DOD installations if needed.

HOMELAND PARTNERSHIPS

The focal point of USNORTHCOM and NORAD's power and strength are in the partnerships that we create and sustain with joint, interagency, and multinational organizations. Our trusted partnerships are our center of gravity and are critical to our success across the spectrum of our missions. *Homeland Partnerships*, our third line of operation, underscore every one of our mission areas, and are best represented by the integration in our headquarters of nearly 60 DOD and non-DOD federal agencies, department representatives, and liaison officers. I view homeland defense as a team effort, and I rely on partnerships with my fellow combatant commands, the Services, and our interagency partners to accomplish this mission.

We have built on our partnership with the Joint Improvised-threat Defeat Agency (JIDA) and the resulting collaboration with the lead federal agencies to protect the Homeland from next-generation Improvised Explosive Devices (IED).

We continue to develop our key partnership with the DHS and provide support through frequent strategic, operational and tactical dialogue. I collaborate regularly with DHS Secretary Jeh Johnson through visits and monthly video teleconferences. I believe that his Southern Border and Approaches Campaign will further unify homeland defense and security along our southern border. We are underway with the first of three deliberate phases of support toward an end state of fully integrated and synchronized operational activities with DHS's new Joint Task Forces (JTFs).

REGIONAL PARTNERSHIPS

USNORTHCOM and NORAD do not face today's complex strategic environment alone. Our allies and partner nations actively contribute to the cooperative defense of North America. Strong and reliable *Regional Partnerships*, our fourth line of operation, are critical for us to protect our shared values and ways of life and defend our nations in depth. We are inextricably linked with our partners through geography, economies, and demographics, and conduct deliberate security cooperation with them to strengthen our defense in depth and advance our mutual security interests.

CANADA

For over 57 years, NORAD has been a model for international cooperation and a symbol of trust and confidence between the United States and Canada. Our partnership is reinforced by our common values, and today, the men and women who wear the cloth of these two great nations work side-by-side throughout USNORTHCOM and NORAD. We are fortunate to have

dedicated Canadian military members fully integrated throughout the NORAD Command and staff, including the three-star Canadian officer who serves as my NORAD Deputy Commander. This year, we hosted our 8th annual Tri-Command Staff Talks among USNORTHCOM, NORAD, and Canadian Joint Operations Command (CJOC), during which we were able to advance several key initiatives, including combined training and exercises, and synchronization of our requirements and capabilities advocacy processes. Going forward, I will promote our alliance with Canada to enhance our interoperability and contribute to combined operations.

With our Canadian partners, we are focusing on a deliberate collaborative investment strategy to outpace current and potential adversaries and counter emerging threats through a seamless and layered defense. As a result of our recent NORAD Strategic Review directed by the Chairman of the Joint Chiefs of Staff and the Canadian Chief of the Defence Staff, we commenced an effort to modernize NORAD. One of the first parts of our modernization is the North Warning System, which is the linchpin of our ability to detect, assess, and track airborne activity along the northern border of North America. Over the next decade, a priority will be research and development in next-generation indications and warning systems for the northern approaches to improve detection, surveillance, and engagement of current and emerging threats, ensuring our ability to monitor, control, and respond if necessary.

MEXICO

This year, the military-to-military relationship between the United States and Mexico reached unprecedented levels of coordination. Today we are strategic partners, respecting the laws and sovereignty of our individual nations, while confronting shared security challenges. We have developed an enduring cooperative relationship with the Secretariat of National Defense (SEDENA) and the Secretariat of the Navy (SEMAR). We work closely with the

Mexican military to enhance planning, tactical skills, communication capabilities to include cybersecurity, and incorporation of human rights principles. In 2015 alone, I personally met with top military leaders of Mexico on eight separate occasions to strengthen our relationships and enhance our coordination.

I expect the safety and security of North America will be a long-term fight, and we continue to help the Mexican military build partnership capacity at their pace. We continued our training and equipping efforts focusing on ensuring the timely delivery of a record Foreign Military Sales (FMS) investment of over a billion dollars by the Government of Mexico in UH-60 Blackhawk helicopters and High Mobility Multipurpose Wheeled Vehicles (HMMWV). We also began the process this year of partnering with U.S. and Mexican civil organizations to enhance the Government of Mexico's ability to control and regulate their southern border with Guatemala and Belize. The focus of our efforts in this region is to collaborate on improving the communications network and investing in a biometrics system to promote interagency coordination and reduce insecurity.

This past summer, in conjunction with our Customs and Border Protection Air and Marine Operations partners, we conducted our second annual bilateral security cooperation exercise with Mexico, which demonstrated the significant progress we have made in training, information sharing and interoperability with the Mexican military. The exercise employs a cooperative response scenario designed to exercise and refine procedures to monitor, track and coordinate a response to an illegal flight transiting the border between the United States and Mexico. We expanded the scope of this year's exercise by including a two-phase live-fly portion, with the first phase simulating a hijacked aircraft originating from the United States and transiting into Mexico. The second phase was a simulated stolen aircraft suspected of carrying

narcotics which originated in Mexico and transited into the United States. Not only did these two scenarios improve our information sharing and mutual warning processes, the enhanced air control procedures we developed provided the foundation necessary to streamline a coordinated response to suspicious aircraft transiting our shared border.

Our combined efforts to promote democratic values, respect human rights, and counter TCOs continue to be a key focus of the training provided by the Western Hemisphere Institute for Security Cooperation (WHINSEC). This program provides a critical foundation for mutual security and democracy, and the relationships formed by the students at WHINSEC reinforce the trust and cooperation among the participating nations.

THE BAHAMAS

Increased tourism, maritime, and commercial activity complicated by a resurgence in illicit trafficking and foreign influence, makes the Caribbean region a significant challenge in maintaining our national security. We are working with our regional partners to build domain awareness and develop capabilities to counter illicit trafficking and smuggling. Our “third border” with The Bahamas is the basis for a partnership critical to the security of the United States. The Bahamian Government is a willing partner, though they are limited in their security capacity, so we are forging a strong partnership through our support of the Royal Bahamas Defence Force (RBDF) and are helping them build capabilities that enhance detection, monitoring and interdiction of the migrant and drug flows that transit their country.

THE ARCTIC

Climate change and receding polar sea ice in the Arctic combined with global interest in emerging economic opportunities and an increase in human activity pose unique security challenges for the United States. Although the Arctic remains a vast, harsh and challenging

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operating environment, many Arctic nations are demonstrating increased interest and presence in the region. I believe that *The Arctic*, our fifth line of operation, represents the intersection between geography and interests. I view the Arctic as an emerging region where we will be called upon to support other federal agencies and work with our regional partners to safeguard the stability and security of the region.

We believe that while the likelihood of military conflict in the Arctic in the short term is low, international interest and presence are growing and it is necessary that the United States, and specifically the DOD, plan for a wide range of challenges and contingencies. Today, the often harsh operating environment yields significant variability in the pace and scope of change in commercial activity, which complicates our ability to plan and invest in our required capabilities. Constrained budgets and competing priorities dictate that we take a proactive, yet prudent approach to our investments in Arctic capabilities.

As the Commander of USNORTHCOM, one of my assigned tasks is to be the DOD advocate for Arctic capabilities. In this role, I am responsible for collaborating with DOD Arctic stakeholders to help identify capability requirements and shortfalls across the spectrum of DOD operations and champion their resolution with our trusted partners. Our Arctic Capabilities Advocacy Working Group (ACAWG) is a collaborative forum among DOD, interagency, and trusted international Arctic stakeholders, including geographic and functional combatant commands, the Joint Staff, the military departments and services, and DOD agencies that supports these actions.

Our ACAWG is taking a prudent, fact-based approach to Arctic advocacy and investment so that we do not over invest, under invest, or be late to need. We are looking at short, middle, and long-term material and non-material capabilities across the spectrum of DOD operations,

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including Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy. Our forces must be able to navigate, communicate, and sustain themselves to be effective in the region. To facilitate this, we are looking at capabilities that support domain awareness, communications, infrastructure, and sustainable presence.

Establishing a presence in the Arctic is an extremely costly proposition, with estimates running three to ten times the cost of building comparable facilities elsewhere. I believe that large fundamental infrastructure investments are not required to establish a large physical presence in the Arctic. Instead, we are concentrating on scalable infrastructure sufficient for us to support contingency and emerging Arctic missions, with a focus on qualified and equipped forces that have essential Arctic-capable platforms that can deploy and operate freely in the region, when required.

The United States has assumed the Chairmanship of the Arctic Council at a crucial time amidst growing international presence and interest in the Arctic. I believe that it is in the best interest of the United States that we accede to the Law of the Sea Treaty to give us a stronger position as we negotiate the complexities of territorial concerns and maritime security interests.

CONCLUSION

Our final two Lines of Operation, *Professionalism and Excellence* and *Warfighters and Families*, are perhaps the most pivotal because they underpin our endeavors across the spectrum of our assigned missions. We hold ourselves to the highest standards of personal and professional conduct. We reinforce our warfighters by ensuring that they are properly trained for their missions, while also providing the family advocacy programs, community outreach and service support functions that are critical to the families who, in turn, support our warriors.

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Despite what is likely to be an onerous fight against increasingly diffuse threats, we are very fortunate to be able to depend on the brave men and women who choose to wear the cloth of their nation and defend their fellow citizens. We embrace our no-fail mission at a time when our unique capabilities are needed most, and with your support, together with the exceptional men and women of USNORTHCOM and NORAD and our trusted partners, we will remain the greatest force for freedom, safety, and security for North America. I look forward to your questions.