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STATEMENT OF
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COMMANDER
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AND
NORTH AMERICAN AEROSPACE DEFENSE COMMAND
BEFORE THE
HOUSE ARMED SERVICES COMMITTEE

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Chairman Skelton, Congressman Hunter, 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 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.