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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

14 MARCH 2006

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Chairman Warner, Senator Levin and Members of the Committee:

The men and women of U.S. Northern Command (USNORTHCOM) and North American Aerospace Defense Command (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. We are pleased to report on the accomplishments and the future direction of the two Commands.

#### USNORTHCOM

USNORTHCOM is responsible for homeland defense, sustaining situational awareness and readiness 24/7 to protect the United States against a range of symmetric and asymmetric threats in all domains. These global threats emanate from other combatant commanders' areas of responsibility, but they are consistently pointed at our homeland. We continually evaluate these threats as we focus on deterring, preventing and defeating attacks against our homeland. We also stand ready to assist primary agencies in responding quickly to man-made and natural disasters, when directed by the President or Secretary of Defense. To better serve Americans in their time of need, we are actively coordinating with other federal agencies and developing stronger working relationships with National Guard, state and local partners.

**Homeland Defense Operations.** USNORTHCOM has few permanently assigned forces. Whenever mission requirements dictate, we request additional forces from the Secretary of Defense, and if approved, receive them from our force providers, U.S. Joint Forces Command and other combatant commands. This arrangement meets our operational requirements, and we work with our force providers to ensure we have access to forces that are trained and ready to deploy to meet all mission requirements.

While our civil support missions received significant attention in 2005, we were also very active in planning and coordinating operations for defense of the homeland.

- **Maritime Operations.** USNORTHCOM conducts maritime operations to deter terrorists and prevent attacks against the United States and our allies. During the past year, we analyzed and disseminated to government leaders information on the global maritime environment to facilitate situational awareness and decision making. USNORTHCOM pursued and effectively garnered national and international support and strengthened these partnerships to deter and disrupt terrorist activity. We also monitored threats of interest in the global maritime environment. Our Joint Force Maritime Component Commander, located in Norfolk, Virginia, worked closely with the U.S. Coast Guard to maintain maritime situational awareness through coordinated efforts at the sector command centers on the east and west coasts.

In support of the National Strategy for Maritime Security, USNORTHCOM hosted the Maritime Domain Awareness Implementation Team Working Group to provide baseline information and guidance to departments and agencies implementing the National Plan to Achieve Maritime Domain Awareness. USNORTHCOM co-chairs the Maritime Domain Awareness Concept of Operations Working Group, which is responsible for writing a plan to combine the efforts of DoD, the Department of Homeland Security (DHS) and other interagency organizations.

In partnership with U.S. Pacific Command and U.S. European Command, USNORTHCOM is co-sponsoring the Comprehensive Maritime Awareness Joint Concept Technology Demonstration. This project is designed to demonstrate DoD's ability to coordinate international and interagency maritime domain awareness across three theaters of operation.

- **Missile Defense.** When directed, USNORTHCOM will exercise operational control of the Ground-based Midcourse Defense System and forces, as well as all terminal defense systems allocated to protect the homeland. U.S. Strategic Command and U.S. Pacific Command support USNORTHCOM with missile warning and queuing data. Over the last year, we conducted numerous capability demonstrations and exercises, significantly increasing confidence in our tactics, techniques, and procedures, as well as enhancing crew proficiency for operation of the Ground-based Midcourse Defense System. Continued support for the Command, Control, Battle Management and Communications (C2BMC) System is vital; C2BMC is the lynchpin for uniting complex suites of sensors and weapon systems for a layered, integrated missile defense. USNORTHCOM is ready to execute limited defensive operations pending direction from the Secretary of Defense.
- **Anti-Terrorism/Force Protection.** USNORTHCOM has overall responsibility within DoD for anti-terrorism and force protection missions within our assigned geographic area. Our force protection responsibilities include assessing the threat and security posture at all DoD bases and installations, to include leased facilities. We provide overall operational direction for force protection assets and work through existing DoD elements to serve as a bridge between separate programs to create efficiencies and eliminate vulnerabilities. We ensure DoD force protection standards are applied across all continental United States facilities, and we advocate for the Services' force protection funding in the budget process.

To address the DoD needs of force protection in North America, we employ the Joint Protection Enterprise Network. This is a web-based force protection system that permits users to share information in near-real

time. It allows DoD users to post suspicious activity reports and installation Force Protection Conditions. The Joint Protection Enterprise Network supports over 1,500 users at more than 350 installations.

- **Critical Infrastructure Protection.** Over the past year, USNORTHCOM has integrated Critical Infrastructure Protection into our overall force protection responsibilities, which includes an “all hazards” approach consistent with comprehensive risk management activities. Working closely with the Joint Staff, the military Services and agencies, we are focused primarily on protecting critical DoD owned, leased or managed facilities that lie within our geographic area of responsibility. We are also working with the Office of the Assistant Secretary of Defense for Homeland Defense and other interagency partners in a cooperative effort to better protect non-DoD critical infrastructure, including the defense industrial base.
- **Support to Operations IRAQI FREEDOM and ENDURING FREEDOM.** USNORTHCOM is prepared to support U.S. Central Command by protecting critical defense infrastructure and ports of embarkation for units deploying in support of Operations IRAQI FREEDOM and ENDURING FREEDOM. We also provide unique training opportunities for units preparing for deployments to Iraq or Afghanistan. Coordinated by Joint Task Force North (JTF-N) at Fort Bliss, Texas, numerous units have been able to train in a desert environment while providing support to law enforcement agencies along our southwest border. These exercises are excellent preparation for the mission units will conduct overseas.

**Defense Support of Civil Authorities.** 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. All DoD support is provided at the direction of the President or

Secretary of Defense and in accordance with the National Response Plan and applicable laws.

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

We support designated events with security and other specialized military capabilities and assist other federal agencies, as well as state and local partners, in responding to catastrophic events. A summary of our recent civil support operations follows:

- **Special Events.** Over the past year, USNORTHCOM supported the U.S. Secret Service for the President's 2006 State of the Union Address, a National Special Security Event, in which we managed unique DoD capabilities and coordinated air defense with NORAD. Additionally, we provided DoD assistance for the United Nations 60<sup>th</sup> General Assembly. Our support included explosive ordnance disposal teams and explosive detection dog teams.
- **Support to Space Shuttle Flight 114.** During July-August 2005, in support of U.S. Strategic Command, our deployable command and control headquarters element, Standing Joint Force Headquarters North, provided command and control of joint military forces and coordinated with NORAD, the National

Aeronautics Space Administration and the U.S. Coast Guard to support space shuttle operations in the USNORTHCOM area of responsibility.

- **Hurricane Relief Operations.** During 2005, USNORTHCOM supported DHS in responding to four hurricanes. For Hurricane Katrina, we established Joint Task Force Katrina to oversee Title 10 operations for the most complex civil support mission in the history of the U.S. military. DoD provided Defense Coordinating Officers and Elements, DoD bases for mobilization centers, airlift, ground transportation assets, aerial damage assessment, satellite communications, airborne and waterborne search and rescue, subsistence, water purification, mosquito abatement and medical support.

We are actively involved in efforts to turn lessons observed into lessons learned and incorporate them into future operations. One very important lesson we learned pertains to unity of effort and unity of command.

To enhance our ability to achieve unity of effort and unity of command in future operations, in February 2006, USNORTHCOM hosted a 2006 Hurricane Preparation Conference at Peterson Air Force Base, Colorado. The conference afforded ten adjutants general and the USNORTHCOM senior leadership the opportunity to better prepare for the 2006 hurricane season. The conference advanced our collective ability to respond with the full spectrum of military capabilities in a timely manner, when directed.

In addition, we participated in the recent meetings of the National Governors Association and the Adjutants General Association of the United States. These face-to-face meetings provided a forum for USNORTHCOM and the National Guard to discuss challenges and responsibilities and enhance our "domestic coalitions."

As our response to Hurricane Katrina demonstrated, commanding and directing 22,500 active duty forces and coordinating the efforts of over 50,000 state status National Guard troops present many challenges under any circumstance. We embrace the fact that the National Guard will play a pivotal role in disasters. We must ensure unity of effort among active duty forces and state status National Guard forces when assembling and directing a large-scale, multi-state and international response to a catastrophic event. We stand ready to respond as directed by the President or Secretary of Defense.

Another lesson learned from our response to Hurricane Katrina relates to communications. We need immediate, reliable communications that are survivable, flexible and interoperable with our civilian partners. These communications must be mobile, secure and both voice and data capable.

- **Wildland Firefighting.** USNORTHCOM provided Modular Airborne Fire Fighting System-equipped aircraft to support the National Interagency Fire Center in combating wildfires in Arizona, Colorado, Idaho, Nevada, Oregon, Utah, Washington and Wyoming. Aircraft flew over 364 hours and dropped 879,000 gallons of fire retardant in support of the U.S. Forest Service and Department of the Interior.

**Support to Law Enforcement Agencies.** Federal laws and policies allow us to assist law enforcement agencies in their counterdrug mission and in securing our borders against transnational threats.

Operation LAKEVIEW. In support of the U.S. Border Patrol's Buffalo Sector, JTF-N planned and facilitated Operation LAKEVIEW from July to September 2005. Designed to improve the interdiction of transnational threats in the maritime domain of Lake Ontario, this bi-national, multi-sensor, multi-agency operation expanded to include the maritime domain of Lake Erie and the contiguous land and air domains. This was the first



JTF-N mission to operationalize 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. During Operation LAKEVIEW, JTF-N documented over 7,900 vessels and tracked over 300 radar targets at any given time. This operation validated developmental technology, explored JTF-N capabilities in the maritime domain, opened lines of communication and established productive relationships among participants.

Operation WESTERN VIGILANCE. In October and November 2005, JTF-N hosted a Stryker-equipped reconnaissance, surveillance, target acquisition squadron which operated on the southwest border in support of U.S. Customs and Border Protection. During this operation, the squadron employed the Stryker's intelligence, surveillance, and reconnaissance systems to detect and report the presence and movement of transnational threats crossing into the United States illegally in southern New Mexico and Arizona. The operation, which also included unmanned aerial systems and National Guard helicopters, contributed to a 60% increase in U.S. Customs and Border Protection apprehensions during the month-long operation.

Tunnel Detection. Applying DoD and intelligence community technology and intelligence analysis in support of U.S. Customs and Border Protection, JTF-N detected three tunnels on the southwest border with Mexico and confirmed the existence of one tunnel on the northern border with Canada. In conjunction with its homeland security and intelligence community partners, JTF-N continues tunnel detection efforts along the U.S. border.

In 2005, USNORTHCOM initiated coordination with multiple federal agencies for further development of tunnel detection technology, which

will benefit not only JTF-N and our law enforcement agency partners, but also U.S. Central Command in Southwest Asia.

- **Unmanned Aerial System Operation.** Through JTF-N, USNORTHCOM employed unmanned aerial systems along the southwest border in support of U.S. Customs and Border Protection. While obtaining unmanned aerial system training, these flights assisted in the detection and apprehension of illegal trafficking in New Mexico and Arizona.

USNORTHCOM is engaged with the Federal Aviation Administration to develop airspace procedures for unmanned aerial system support to border control lead agencies and disaster response operations. While this is a complex issue, we remain confident that unmanned aerial systems will be safely employed in the National Airspace System in the near future.

**Homeland Defense and Civil Support Plans.** Our homeland defense and civil support plans are the foundation of our ability to deter, prevent and defeat threats to our nation and assist civil authorities when called upon by the President or Secretary of Defense. We have made significant progress this past year in developing our plans and are committed to finalizing these documents in 2006.

- **National Homeland Security Plan Initiative.** The National Response Plan outlines DoD actions for support to civil authorities in the event of an attack or domestic incident. However, there is no similar, overarching national level plan that specifically coordinates the pre-attack actions of the United States Government. We advocate the development of a National Homeland Security Plan to clarify the optimum distribution of effort among federal agencies for prevention, preparation and response. A National Homeland Security Plan would promote unity of effort and reduce uncertainty in the overlap of responsibilities and capabilities between

DoD and all homeland security partners. The National Homeland Security Plan concept is advocated in the 2006 Quadrennial Defense Review.

- **CONPLAN 2002.** In the past year, the Secretary of Defense approved Concept Plan 2002 (CONPLAN 2002-05), our nation's homeland defense plan. USNORTHCOM is currently executing Phase I of CONPLAN 2002-05: Sustained Deterrence. We are coordinating, through the interagency process, diplomatic, intelligence, economic, financial and law enforcement deterrent options.
- **CONPLAN 0500.** We are updating CONPLAN 0500, which is designed to provide a timely military response to a chemical, biological, radiological, nuclear or high-yield explosive incident in order to save lives, mitigate human suffering, facilitate recovery operations, support civil authorities and maintain confidence in the American government. As part of our all-hazards plan analysis, we are coordinating with DHS to examine state disaster response plans. This analysis will help our planning efforts by providing an understanding of local capabilities in the event of a disaster. Our planning efforts have a singular goal—to provide the fastest and most effective DoD response in support of civil authorities in times of crisis.

**Pandemic Influenza.** In the event of pandemic influenza, the President or Secretary of Defense may direct DoD to support the appointed Primary and Coordinating Federal Agencies leading the nation's response. If requested and approved, DoD is capable of coordinating a wide array of medical support through our Joint Regional Medical Planners, who are collocated with the Defense Coordinating Officer supporting the Primary or Coordinating Federal Agency. DoD medical support may include: moving patients, distributing pharmaceuticals from the Strategic National Stockpile, establishing and

staffing field medical facilities and providing medical supplies, preventive medicine assistance and lab support.

**Interagency Coordination.** USNORTHCOM and NORAD have implemented a full spectrum interagency program to enhance coordination, planning and operations. We have liaison officers from approximately 60 federal and non-federal agencies, U.S. and Canadian, at our headquarters in Colorado Springs. Working through our Joint Interagency Coordination Group, they provide situational awareness and an assessment of operations and plans that their agencies are executing in support of a contingency. This coordination allows us to "lean forward" and anticipate the assistance that will be requested from DoD and USNORTHCOM. During Hurricanes Katrina and Rita, our Interagency Coordination Watch Cell worked around the clock supporting key resident agency representatives from the Federal Emergency Management Agency, the Army Corps of Engineers, the Transportation Security Administration, the U.S. Coast Guard, the U.S. Geological Survey, the Federal Aviation Administration, the Environmental Protection Agency and others. These representatives provided on-site interagency subject matter expertise and a critical two-way link with their parent agencies at all levels.

In addition to operational support, our interagency representatives are fully immersed in the development of plans supporting our homeland defense and defense support of civil authorities missions. We have established working groups to provide interagency support for our key planning efforts, including CONPLAN 2002 and collaboration with Department of Human Health Services for Pandemic Influenza contingency plans. Our Earthquake Working Group is coordinating with the Federal Emergency Management Agency on their catastrophic planning initiative to be better prepared for potential earthquakes in the USNORTHCOM area of responsibility.

We are also working with the Departments of Transportation, Energy, as well as Health and Human Services to establish optimum liaison arrangements. DHS has placed a senior level representative at our headquarters and USNORTHCOM has an on-site senior liaison within DHS headquarters.

**Intelligence Fusion and Sharing.** To understand and assess the threats our nation faces, our intelligence team fuses foreign threat information that has a domestic nexus with domestic threat information having a foreign connection. Our analysts collaborate with intelligence directorates from the other combatant commands, the national intelligence community, and other federal agencies, including the National Counterterrorism Center, the Defense Intelligence Agency's Joint Intelligence Task Force-Combating Terrorism, the Federal Bureau of Investigation, the Central Intelligence Agency, the National Geospatial-Intelligence Agency, the National Security Agency, the U.S. Coast Guard and the National Guard Bureau. To support our joint efforts, USNORTHCOM hosts liaison officers from these and other national agencies and we embed our own liaison officers in their agencies.

To protect Americans' civil liberties, intelligence received from other federal agencies or state and local law enforcement is filtered through a well-established and disciplined Intelligence Oversight Program to ensure we receive only intelligence with a foreign terrorist threat nexus and then only to the extent the intelligence is relevant to our missions. USNORTHCOM and NORAD conduct their missions within the operational parameters of intelligence oversight statutes and regulations. Through a thorough understanding of intelligence oversight guidance by the intelligence community, we ensure that the intelligence information necessary to conduct our missions is legally collected, analyzed and used to develop a clear picture of the threat to the USNORTHCOM area of responsibility, while ensuring that the Constitutional rights of U.S. persons are protected.

Our intelligence team is also active in our mission of providing support to civil authorities. USNORTHCOM uses permissible intelligence capabilities to provide dedicated products and on-site support for National Special Security Events, and, most recently, disaster relief operations in response to hurricanes. In conjunction with the Defense Intelligence Agency and the National Geospatial-Intelligence Agency, national and tactical imagery capabilities were used to assist federal, state and local partners in determining the extent of hurricane damage.

**Interoperable Communications.** USNORTHCOM is developing a concept to implement cellular-based rapidly deployable communications among USNORTHCOM subordinate and supporting commands. Deployable cellular equipment will provide an autonomous infrastructure to extend communications connectivity in the USNORTHCOM area of responsibility.

USNORTHCOM maintains the ability to share information with our mission partners through web-based tools. Hurricane Katrina response operations demonstrated the importance of sharing information outside the military domain and with partners that do not have access to our classified systems and, in many cases, do not even have access to unclassified .mil or .gov sites. To improve information sharing, we have installed a gateway between our classified network and DHS's Homeland Security Data Network. This gateway provides robust classified information sharing between the two departments. Working with our mission partners, we anticipate a common solution to share information in an unclassified environment.

To share critical force protection information with our non-DoD partners, we are employing the Homeland Security Command and Control Advanced Concept Technology Demonstration. Through this system, we share information with DHS and public safety agencies providing emergency response to DoD facilities, bases and installations. This capability supports our strategy to publish

common operational picture information to DoD, federal, state and local government agencies.

**Theater Security Cooperation with Canada.** Our Theater Security Cooperation program with Canada develops a series of contingency plans and cooperative procedures for responding to transnational threats and national disasters on both sides of the border. We have met with the commander and senior staff of Canada Command and are evaluating the appropriate structures to enhance U.S.-Canada defense cooperation.

**Theater Security Cooperation with Mexico.** USNORTHCOM has made great strides in building effective relationships with the Mexican Armed Forces and civil agencies. Our increased interaction has promoted in-depth discussions on transnational security issues facing both countries, such as counterterrorism and counterdrug operations. Additionally, we have initiated discussions that have improved interagency coordination and facilitated an understanding of the consequence management plans, protocols and capabilities of both countries. We are currently talking with the Mexican Armed Forces about maritime and air security issues and are assisting them in establishing capabilities that support our mutual efforts in combating transnational threats. We are also exploring ways in which we can support the many security initiatives of the Security and Prosperity Partnership of North America Agreement that President Bush, President Fox and Prime Minister Martin signed in March 2005.

**Exercises.** Each year, USNORTHCOM and NORAD sponsor five large-scale exercises and over 30 smaller exercises. Our exercise scenarios have simulated a wide range of homeland defense and civil support challenges to include: threats from all domains, missile defense, consequence management operations, nuclear proliferation, protection of critical infrastructure, maritime interception operations, bioterrorist attacks, other weapons of mass

destruction attacks and natural disasters. We also integrate potential disaster scenarios, such as pandemic influenza, into our training and exercises. To date, over 150 federal, state, local and multinational agencies and non-governmental organizations have participated in our exercises. We are working to increase exercise opportunities with Canada, Great Britain, Mexico and other nations. Lessons learned from each exercise improve our operational procedures.

**Homeland Security/Defense Education Consortium.** Along with military and civilian partners, we established the Homeland Security/Defense Education Consortium to develop a knowledge and research base for homeland security and defense professionals. The 175 participating schools in the United States, Canada and Argentina seek to evolve expertise in these subject areas in the academic, military and corporate realms. We are grateful for the additional funds provided by Congress in the FY06 DoD Appropriations Bill to support this effort.

#### **NORAD**

NORAD, a U.S. and Canadian bi-national command, operates an integrated system of alert fighters, tankers, airborne warning and control aircraft, as well as communications and ground-based air defense assets, to provide comprehensive aerospace warning and defense of the United States and Canada.

**Operation NOBLE EAGLE.** NORAD defends the United States and Canada from domestic air threats through Operation NOBLE EAGLE. Since September 11, 2001, NORAD has flown more than 42,000 accident-free sorties and scrambled or diverted fighters more than 2,000 times in response to potential threats.

**National Capital Region Integrated Air Defense System.** In 2005, NORAD made significant improvements to the air defense system in the National Capital Region. In January 2005, the all-weather Norwegian Advanced Surface



to Air Missile System was integrated into the architecture to complement the existing air defense systems. In May 2005, a Visual Warning System achieved Initial Operational Capability. This eye-safe system uses laser technology to provide a clear visual warning to pilots who enter restricted airspace in the National Capital Region. This system is expected to reach Full Operational Capability in mid-2006. NORAD also continues fielding the Enhanced Regional Situational Awareness System, an array of strategically placed video and infrared surface-to-air cameras and elevated Sentinel Radars designed to detect and identify aircraft of interest.

In November 2005, DHS and DoD agreed to use DHS helicopters to assist NORAD in identifying and intercepting "low and slow" aircraft in the National Capital Region. We have continued to conduct numerous command-level exercises to test rules of engagement and to train designated authorities.

**NORAD Common Operational Picture-Tactical Data Links.** NORAD maintains a robust common operational picture of the air domain over the United States and Canada that allows us to perform air sovereignty and air defense missions while sharing air domain awareness with adjacent commands and interagency partners. Ongoing initiatives include the continued expansion of connectivity with Federal Aviation Administration surveillance systems and replacement of our aging battle control hardware.

**Deployable Homeland Area Air and Cruise Missile Defense.** NORAD has completed a concept of operations for Deployable Homeland Air and Cruise Missile Defense. This concept of operations that establishes procedures for employing highly responsive, scalable, integrated air defense packages designed to defend designated venues in coordination with intergovernmental partners, when directed by the President or Secretary of Defense. This effort has also been coordinated with the Canadian forces and the Canadian National Defence Headquarters.

**Wide Area Air Surveillance.** NORAD requires the capability to conduct real-time, continuous, all-weather, wide area air surveillance to ensure timely detection, identification and tracking of the full spectrum of threats, from sea level to 100,000 feet, within the NORAD area of operations, originating from aerospace, land and maritime platforms. NORAD is evaluating technologies that could comprise a wide area air surveillance family-of-systems including: Next Generation Over-the-Horizon Radar, elevated sensor platforms, passive coherent location systems, classified research and development air surveillance initiatives and other national capabilities.

**Federal Aviation Administration Integration.** Our partnerships with the Federal Aviation Administration and DHS continue to improve, ensuring our nation's airspace is ever more secure. To date, 43 of 46 Federal Aviation Administration terminal/approach control radars have been fully integrated in NORAD's operations. The remaining three radars await integration, operations acceptance or deferment until aging radars have been replaced with a newer, short-range system later this year. A study to sustain our current radar capability, by upgrading the transmitters on the Federal Aviation Administration's oldest radars, is complete and the contract award is expected later this spring. This fiscal year the radars are funded on a 50/50 costing-share formula between DoD and DHS. We are grateful to Congress for fully funding the operations and maintenance accounts of both departments to support our nation's air surveillance network.

**NORAD Agreement Renewal.** The NORAD Agreement will expire in May of this year. In November 2005, the U.S. Department of State and Foreign Affairs Canada negotiated a draft renewal which may add a maritime warning mission, extends the Agreement indefinitely, and permits either nation to request a review of the agreement at any time. As Canada Command, tasked with homeland defense missions and responsibilities in Canada, becomes fully operational, a

review of roles and missions among USNORTHCOM, Canada Command and NORAD will be warranted.

#### **BI-NATIONAL PLANNING GROUP**

Established in December 2002, the Bi-National Planning Group is an independent organization formed to enhance U.S. and Canadian defenses and our nations' capabilities to respond to natural and man-made disasters. The Bi-National Planning Group has proposed revisions to the Canada-U.S. Basic Defense Document, Combined Defense Plan and Civil Assistance Plan. Before its mandate expires in May 2006, the Bi-National Planning Group will issue its final report on recommendations to enhance United States-Canadian military cooperation.

#### **QUADRENNIAL DEFENSE REVIEW**

USNORTHCOM and NORAD played a prominent role in the 2006 Quadrennial Defense Review. We look forward to implementing the actions outlined in the QDR to enhance unity of effort with other federal agencies, state and local governments, and Canada and Mexico to improve homeland defense and homeland security. These actions include:

- Creating a National Homeland Security Plan to clearly outline national actions to detect, deter, prevent, or if necessary defeat external threats and aggression.
- Developing joint command and control capabilities for homeland defense and civil support missions to include interoperable communications systems.
- Expanding training programs to accommodate strategic planners from other agencies while working with DHS and other interagency partners to design new courses on developing and implementing strategic-level plans for disaster assistance, consequence management and catastrophic events.

- Facilitating full-scope, interagency homeland security, homeland defense and consequence management exercises which leverage DoD's expertise in planning and training.
- Continuing detailed consultations with theater allies to address security and defense issues of common concern.
- Organizing and sponsoring homeland defense tabletop exercises, in which senior leaders from civilian and military agencies practice responses to disaster scenarios.

#### **FINAL THOUGHTS**

We are grateful for the Committee's efforts to ensure our men and women in uniform continue to have the best possible equipment, training and health care. To sustain world-class health benefits for the active duty force, retirees and their families, we urge Congress to support DoD's efforts to adjust TRICARE costs. We need to rebalance the share of health care costs between retirees and the government. If we do not change the current system, health care expenses will cut into our budgets for training, equipment and other needed investments.

As we act to support civil authorities in responding to natural disasters, we will maintain focus on our primary mission of homeland defense. One fact remains constant—our enemies should make no mistake about our resolve or our capabilities. We thank the Members of the Senate Armed Services Committee for their unwavering support of America's military. I look forward to your questions.