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February 26, 2009
Orlando, Fla.

That was a great introduction. You did really good. Damn, it cost me 50 bucks, it worked alright. (Inaudible) Howie, Art, 90402, best scene to date. It's an inside joke, but I'm trying to keep him feeling good. Great to see you guys, and Steve, nice to see you as well. Mike, thanks, really, for the kind introduction. And it's great to be back here again at the Air Warfare Symposium. They always find the bright lights here, and it reflects off the cranium a little bit. I noticed "Chili" dulled that a little bit with some extra hair up there. I'm going to have to do something to see if I can help myself in that regard. Thanks, buddy, for setting up, Chili, I appreciate it.

Mike asked me to come and talk a little bit today about how the combatant commanders integrate across domains and if you've heard Chili talk about some of the challenges of the cyber world and the cyber threats that we face, and clearly we're a great consumer of Chili's expertise, and so I'm going to change a little bit and talk about an interagency, if you will, a cross-domain environment that we operate in every day at NORAD and US Northern Command.

Now, last year you might recall Chief Moseley was up here and he had a video that he used to kind of set the scenes about who we are as a nation and who we are as a service and why it's important for us to be here. And I was captured by that and I thought, well, if he can do it, we can do it, and so I'm going to lead off, if I can with a little bit of a video. And I want you to kind of look in there for along the lines of this cross domain integration for the various players that are involved in some of the scenes you'll see. And then I'm going to test you afterwards because I think it's important to us to understand that in addition to some of the traditional military organizations that many of us are used to dealing with every day we've got a little bit different approach in the homeland. So if I could run that video somewhere there is a magician that knows how to make that work, please. Maybe.

(Video plays).

So our domains exist among two nations, our domains exist across land, sea, air, space, cyberspace, to defend the homeland of the United States. Our domains exist across 60-some odd agencies of government that have to partner together in order to accomplish the mission of security and defense for the homeland and support to the agencies that you all have come to expect will be there when a disaster strikes. It poses some interesting challenges and as I had a chance to speak to some great friends that used to wear this uniform are now out in the exposition area outside. We've talked about the challenges of pulling together information but not just data, rather, decision-quality information from a variety

of those partners in the many domains that we live in each day in order to make good decisions and good recommendations.

One of the challenges we face in our bi-national command of NORAD is that we've expanded our mission set from traditionally the air domain that we lived in in the very first of our missions 50 years ago, to space, to warning of missile attacks, and now to the maritime domain, and our role is to provide warning to the two nations of threats that might exist in that domain. The data and the information you need to be successful there has to be presented in a way that you don't make military decisions about, you recommend to our political leaders decisions that they will have to make that are political sensitive, they're certainly political charged, and they are weighted by the realities of national interest of both the United States and Canada, and how they fit together. So it's an interesting challenge in terms of the ability to pull together the right kinds of decision tools, the right kind of information data bits to put together there to protect it, as Chili talked about because that's under threat every day. This past year, 200-plus attacks if you will, intrusions, into our just our NORAD NORTHCOM domains, so it's a tough challenge for us, and it's one that we, as I mentioned we're a consumer in many ways. We take advantage of what the Air Force brings in terms of space situational awareness, in terms of robust communications, in terms of air defense resources, in terms of sensors on the ground and in the air that allow us to understand the nature of the threat and then make some recommendation.

We rely also though on those different civilian agencies to add their piece, the FAA, Transport Canada, Customs and Border Patrol, and others, have an ability to provide good information to the decision loop so that we can be effective. So NORAD's role has been about integration from the very beginning, and we've expanded the domains that we operate in to allow us to provide aerospace warning and aerospace control, to provide the sensor information to manage the ballistic missile defense system, and then to provide some warning to decision makers of both nations about a threat in the maritime domain, and that's a pretty new mission for us. We're still figuring out the sweet spot, if you will, for what kind of information, who gives it, who gathers it, how do we act on it, and what do we do?

Take the other hat on and put on the NORTHCOM hat, and it is sort of the so-what about this warning and this assessment and situational awareness. Both the US and Canada will exercise their right of self-defense independently. The national leadership of the United States or Canada will certainly be the deciding factor on whether or not you interdict a civilian airliner that has been hijacked, as we saw on September 11th. And if you think about the pictures you saw there and where we are with our relationship with the FAA and TSA didn't even exist, and federal air marshals, and all of those contributing elements to security in the aerospace domain today, they didn't exist back then. So that has been a journey that we've been on over the last seven-plus years to ensure that we do know who

the passengers are on that aircraft, we do know where it was intended, we do know the origination, we do know if there are federal marshals onboard, and by the way we have air sovereignty resources positioned in a place and a time around the country that can respond quickly enough to maybe make the right difference and prevent what you saw there. So even that mission has evolved significantly since September 11th.

The NORTHCOM role is first to anticipate what threats there may be, and that's a tough thing to do because it assumes a level of intelligence, integration; it assumes a level of partnership with law enforcement organizations. It assumes an understanding of the technical capabilities of our adversaries and how they might find a soft spot or a gap or a seam in our defenses, and then plan for a response before it happens. I had a chance to answer a question a little bit ago about preventing the next terrorist attack, and I think we have to be careful about probability of success in preventing an event like that, but I will tell you that today because of the interagency integration, because of the partnership that we have formed with our friends in the intelligence agencies, our friends in the law enforcement agencies, our active participation in the National Counterterrorism Center, the National Joint Terrorism Task Force, that we are better positioned as the Department of Defense lead, to provide response to a request for support from those various agencies, to allow us to interdict or stop a threat that might develop in some point in the future.

We are an eager participant with our friends in JITF-South, for example, to share information and understand the nature of the drug and narcotics trafficking threat that we have approaching our country from the south. We are an active participant, very active participant, with our friends in Mexico, sharing information, collaborating on information, allowing them to interdict traffic as it is moving towards our border. And they have been successful at that to a degree not seen previously, not just because of our work, but because of the real conscious, courageous decision of President Calderon and his senior military leadership to make a difference. They've got a tough fight, they're working it hard, but they're making real progress, and we are a part of that, we, the United States, are a part of that.

We work actively with our Canadian friends in the maritime domain to ensure that we share information of interest on ships of interest. Today, we have access to, with the partnership of our commercial partners, our transportation partners, we have access to ports of call in cargo and crewmembers and they are eager participants with us, for the most part, in allowing us to ensure that persons of interest on those crews are vetted properly before we allow those ships into our ports. That takes an active partnership with the Coast Guard, with the commercial shipping companies, and we work in that environment every day. Again, not because we take the lead, but because we have a supporting capability to each of these partners to ensure that they can be successful.

As Mike mentioned, I was at CENTCOM a while back, in a dark past, and in that process we built a coalition of the willing, as the media reported, and that coalition was focused on Afghanistan at the beginning, and of course, later Iraq, and that coalition grew to 70 or so nations. Our world also consists of a coalition village, as it were. I call my coalition friends of about 120 separate nations. 49 of those nations happen to be called states of the United States, but those of you from some of those states would remind me that they are the republic of, and you'd name it. And they do have sovereign rights as states, and if we're going to be successful at supporting them and participating with them as they respond we have to have a relationship with their governors, with their adjutants general, their emergency managers. We have to understand how they plan for disasters and position resources to be able to respond, because if they don't have enough then DOD likely will be asked to provide that extra robust support. We saw some great examples of that in Texas this past year, in California this past year, in Louisiana and Mississippi this past year, much more successful than ever before in our history. We did more to support preparations for Gustav than we did to support the recovery from Katrina. We did it with about a fifth of the people and we did it in an environment where we were able to respond ahead of time.

If there's anybody here from New Orleans, you'll recall the Katrina evacuation process a bit chaotic, not well-organized, not everybody actually agreed that they should evacuate. I can tell you that at 4 o'clock in the afternoon before Gustav came ashore, the streets of New Orleans were empty (inaudible), law enforcement and the National Guard. People believed, people understood, people followed the direction, and the governor and the senior leaders of the State of Louisiana positioned law enforcement and the National Guard to be there to protect the resources that were left behind; huge difference from the lessons of Katrina. The good news is, we've learned those lessons, but none of that happens without an integrated approach of all the partners. That has a cost. One, we have to have tools that talk to each other, we have to have information systems that are compatible, we have to have communication systems that are compatible, and that's an investment over time that this nation has made as NORTHCOM has grown into its maturity and I was very pleased that last year they showed to be as successful as they ought to be.

So the ability to integrate these partners, and I talked about my coalition village here, I'll come back to that in a second, but the ability to integrate these partners is really what we are all about every day.

Another group of sovereign nations in this coalition are these various departments of government. You know, they all think they're pretty autonomous and sovereign as well, and yet none of them can be successful unless all of us pull together in a unified effort when an event occurs. We can't be successful unless we have prepared for that event, thus the mission of anticipate, and the importance of anticipation of those threats. Chili talked a little bit about that as well, you have to understand what someone can do in the cyber world to you so

that you can be prepared to defend against that. If you don't anticipate what bad people and bad things can do you will always be chasing after a response and you will always be answering the questions in the media of, where were you just a few hours ago or a few days ago when we really needed you?

Now, again, none of these are principal Department of Defense roles. We are a supporting element in each of these cases, but I tell the story often of a young man I can't say it's my son because then he'll get mad that I attribute one of his young teenage acts to him, but I tell the story of a young man and his four-wheel drive vehicle on a rainy day in Louisiana, that decided we're going to cancel soccer practice, let's go muddin'. Now for those of you who are from Louisiana, you know what muddin' is. For those of you who don't it's driving a vehicle not quite ready to go into deep Louisiana Bayou mud into it. And of course, for those Air Force members in here, you know nothing that good happens when you're TDY. And I was TDY, in fact, I was deployed to Desert Storm, and of course, at that time, you didn't have e-mail and you know all that stuff. So on my one 15-minute phone call, I called my wife, and Jill said, I said, "hello". She said, "Do you know what your son's done?" Well he had buried his four-wheel drive vehicle up to the axles in Louisiana Bayou mud when he went down a ditch and started to come back up and got worried he wouldn't make it up, so he took the throttle off. And the water in this ditch was rising, and he wasn't going to call for help until he'd absolutely figured out he was in so much trouble he was never going to get out of it.

Well, in many ways states and first responders are in that same kind of dilemma. They're fighting the fight that they see in front, they're trying to dig their front wheels out of that mud and ensure that they can respond to the event that they see in front. They don't realize that the water's coming up in the ditch behind them, and they're about to go up to their windows in Louisiana muddy Bayou water. So we want to make sure as we support states we're in a position to respond just in time to keep the water out of the inside of that truck, and just in time to ensure that they can do what they need to do for the civilians of their state of their local community. But we don't want to learn so far forward that we're hovering over them appearing to grade their effort, and that's a real sweet spot to find, and it's a challenging one, and it's different in every one of those states, and it's different with every one of those federal agencies.

Now, I didn't mention the services, but they too are sovereign nations. We work closely with each. I do a lot with the Air Force because they are the executive agents of my budget, but we work with each of the services and as we modernize our sensor package for surveillance of our borders, Canada, the Air Force, the Navy, are all equal participants, are active participants in a process to create a gap filler technology that will allow us to modernize and recapitalize aging systems. I know the Chief will talk about recapitalize aging systems when he gets the opportunity to address you, but as a combatant commander and I know each of the combatant commanders has a similar situation. We've got to recapitalize

those key and critical systems that allow us to be successful and we do that with active integration with the services. The Air Force has for a number of years come to each combatant commander, Ray Johns, bless his heart, and others before him, come in with a briefing to talk to us about how they, the Air Force, are acknowledging our needs, our COCOMs' integrated priority list, in the service programs.

None of the other services did that until last year, and frankly it was because a lot of us fussed at the Army and the Navy come in and help us understand how they develop their programs so that we could be collaborative and be successful. So the Air Force led the way on this, I'm glad that both of the major service budgeters have come in to do that. It allows us to understand the pressures the services are under. It also allows us to articulate to them the needs that we have and how we might prioritize and why it's important to us to fuss at poor ol' Ray about some program or another. So that collaboration with those coalition members is critical to us, and as you listen to me talk about each one of them, not one of them do I have any command or control over. Not one of them do I provide anything other than a supporting (inaudible--supported?) relationship, and that's the real unique nature of these two commands. That's the real unique nature of our world every day at NORAD and NORTHCOM and I got to tell you it's a lot of fun. It can be frustrating on a day or two, but it's a great opportunity to help shape and mold organizations that maybe wouldn't necessarily understand the department as clearly as we need for them to.

So, as you go through, and I think I'm doing pretty good on time, Mike, how we doin'? OK, as you go through the discussion about integration of the multiple domains that airmen are involved in every day--land and sea and air and space and cyber--everyone of them, as you go through those discussions, remember also that there's another group of coalition members out there that don't wear uniform, that are critical, however, to our success. And I can tell you in the homeland, there is nothing more important that your families and your communities are cared for, are protected against external threats, are warned of natural disasters and those internal threats that we can fare it out early on in the process, and then can be supported and taken care of when a bad event occurs in their community. That is the most important job any of us can have, and certainly it's one that we take very seriously at NORAD and NORTHCOM.

So I think we got a question or two, but on that I want to keep Mike on time, because he's giving me the--there's a coffee break in here and I know Chili doesn't want to miss his coffee break, so I'm going to stop here and take questions as they're ready.

Dunn: Thank you, General. The first question is--your integration problems are about like General Chilton's. They're almost overwhelming in their scope, and you're faced with the additional issue of being on the defensive, and so if you look at a football game, you're not going to be successful 100 percent of the time. How

do you increase that number up into the high 90s, how do you get the civilians involved going forward? They're all facing budget problems. How do you force planning, integration, and things like that with some of these agencies?

Renuart: Well, first of all, it's important to have some national direction that drives a process of integration, and before President Bush left office he signed a couple of Homeland Security directives that help us in this regard. It gives guidance and direction for an integrated planning system that allow us to partner with FEMA, partner with law enforcement, partner with the intelligence agencies, to develop a set of parameters or indicators, for the Intel guys out here, it's traditional indications and warning, only it's applied to the national civilian sector. But it allows us to understand the kinds of things that may occur and forces us to build an integrated planning team to address them. Now, you mention a key point--budgets are going to be a challenge for all of us in the coming year or years. And so our real effort has been to find ways to collaborate with each of those partners in a way that can take advantage of their dollars and our dollars and others' dollars, and the gap-filler initiative is a great example of that. The Canadian forces have committed money into this process. Department of Homeland Security has committed money, the Navy and the Air Force have both committed money, so we're trying to be good stewards of dollars that are available and fuse them in a way that can take best advantage and get the best result.

Dunn: The next question is actually a play-off of General McCaffrey's report on Mexico, in that he's basically said, it's coming close to imploding, that the drug lords are taking over. This week in the news we've seen all kinds of activities going on. How do we keep that from spilling over in the United States, and is that a threat to worry about, that we should be worried about?

Renuart: Well it is certainly something to be worried about, and General McCaffrey has been a great supporter, by the way, of our missions, and he'll come back to spend some more time with us. But it's important to understand that the drug problem in Mexico is, I hate to say this, but it's a business. I mean, these guys are looking to make money on illicit trade. And so President Calder#n has chosen courageously to take this on as the principal issue for his government. He has reshaped his military, so he has credible, honest, hardworking leaders of their military that he has confidence in. He's in the process of going through that same drill with his senior civilian leaders, the law enforcement, the intelligence, and etcetera.

But having said that, remember that the demand is not in Mexico for that product. The demand is other places, the United States being one of the principal ones, and so, we also have to partner with our law enforcement friends in the United States to ensure that we create a more credible defense against the flow of drugs. Some of the ways that DOD is helping are in terms of sensors, in terms of information sharing, in terms of tunnel detection capabilities, that allow law

enforcement to be more capable in the area. But the challenge in Mexico is real. It already spills over, there are articles today, as a matter of fact; DEA just concluded a major operation that netted about 700 arrests over their 20-month period of conducting this, of drug-related, cartel-related, primarily Sinaloa-Cartel-related folks in the United States, as well as partnering with some in Mexico.

This is a long-term challenge. It's certainly one we have to pay close attention to, there is a role of support to law enforcement for the military, and it's one we're actively engaged in. I'd hesitate to put Mexico on the brink of failure. I think Mexico is actively working this hard. I think that they have a strong economy; in fact, their economic downturn has been less so than most of the other nations in this hemisphere. They have a natural resource to fall back on, and they have a strong will to fight this fight. So I think our role is really support the Mexican government in every way we possibly can. The Merida Initiative was a great start, and I hope we'll continue that.

Dunn: The next question is--there's been an increase in the number of UAV flights over the borders, especially not only South but in the North. Are we relying more on UAVs to bring you the intelligence you need and is this going to get larger and larger in a growth way?

Renuart: Well, I think the contribution of an unmanned system to a decisionmaker is huge, whether it is assessing damage after a hurricane, or assessing damage of a wildfire, or helping to make our borders more secure, and I think we're seeing the value of UAVs going up in our law enforcement partners. Customs and Border Patrol is purchasing their own; we are sharing capabilities with Global Hawk and others with our friends in both law enforcement and disaster response, so I think that is going to continue to grow. The challenges we have are integrating those unmanned systems into our National Aerospace System. We will sponsor a very senior-level discussion working group out at NORAD/NORTHCOM on the 23rd-24th of March, focused on finding solutions to the integration of unmanned systems in the National Aerospace System. And we will bring in all of the constituents in that discussion and hopefully leave with an action plan that we can put in place that will be more near-term than at least where we are today.

Dunn: Last question is--NORAD's been around for many, many years, but it's remarkable in today's world that it doesn't have a ground and a navy component to it. Do you see in the future the possibility of a combined command--US-Canadian command that's got all the components together that we need, presumably the commander would need, in order to defend us.

Renuart: That's an interesting question because in some ways, we've already morphed NORAD to do some of those things. I mentioned the mission of maritime warning that we have been assigned for the last three years now, and in

that role, Fleet Forces Command, my naval component, and the US Coast Guard and the Canadian Coast Guard and the Canadian Navy are all building a closer, more integrated picture and response capability in the maritime domain. Example--we currently put US ship riders with the Canadians in the Great Lakes. We're putting ship riders aboard some of the commercial traffic that flows through the Great Lakes. We're putting US and/or Canadian law enforcement aboard US and/or Canadian warships in the Caribbean to ensure that as we interdict a drug trafficker, you can do something about it legally with the law enforcement officials. So I think we're moving towards that within NORAD already.

The other point I'd make is that, this continuum of warning to consequence management is one that's increasingly difficult to draw a line through. At the same time, we're scrambling a fighter to look at a potentially hijacked aircraft, we've also begin to move and mobilize the consequence management forces necessary to respond that, if something actually hits the ground, to respond to that environment. And so the missions of NORAD and NORTHCOM have become increasingly interdependent, in fact, the only separate divisions I have is a NORAD J-3 and a NORTHCOM J-3, all the rest are integrated. So, do we want to then make it all one big command? I think that's a discussion nations will have to make, because we've established NORAD with an agreement between US and Canada, and I think, probably premature to say, oh, it's all one mission.

One final point I'd make--we also integrate situation awareness tools and information tools with Canada Command in Ottawa, their equivalent to NORTHCOM. And in fact we have initiated a civil assistance plan that allows both nations to ask for and receive military support to civil events. Greatest example was in New Orleans--the last airplane that took critical care airplanes out of New Orleans was a C-17, but with a maple leaf on the side. So it was a great story of how Canada came to our assistance when we asked.

Dunn: Gene, thank you very much. On behalf of the Chairman of the Board and Joe Sutter and all of us at AFA, thank you very much for your time. Great discussion, I appreciate it.

Renuart: Great to be here, Mike. Thanks. (Applause.)

END TEXT