

Remarks by
General Victor Renuart
Commander of NORAD and NORTHCOM

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Thanks Virginia. I appreciate that very kind introduction. They always sound way better than we know they really are. It's nice to see a few familiar faces out here. Thanks for joining us. I'm not sure whether that will make it tougher on me or easier on me as I go through my comments but it's good to see you all and thanks for joining.

Before I begin, I want you to kind of push yourself out of the present into the future a little bit and think about what might be the next big thing that could occur in our country. And you'd probably all say well it's the elections. Well, you know, our elections come every four years. We're used to that. There will certainly be a change in government and a change in administrations. That will require a certain amount of work and a lot of coordination as we see administrations change. But will that be the big thing? If you're Canadian, you might say the Vancouver 2010 Olympics because that puts the nation on the front stage of the international community and brings in people from all over the world. And as we've all watched Beijing in the last couple of weeks and certainly that is a huge event for any nation. If you are in Florida today, you'd say well it's the hurricane or tropical storm depending on how it adjusts as it moves up and down the coast. Certainly hurricanes are a significant issue and one I'll talk a little bit more in detail about how we prepare, and who we plan with, and how we interact with the interagency as we prepare for national disasters around the country. Some of you might say we'll have a major earthquake. And you might be right. Anybody here from Missouri? No, well there's this thing called the New Madrid Fault and I don't know if that rings a bell to anybody. But in 1812, the New Madrid Fault shifted. It's a fault line that runs essentially along the Mississippi River and it shifted to where the banks of the Mississippi in some cases changed by 40 feet. If you happen to live in St. Louis today and all of a sudden your side of the river is 40 feet lower than the other side of the river, that could be a pretty catastrophic event. That fault has shifted about every 200 years, give or take 40 or 50, and last occurred in 1812. I don't know how your watch is working, but it could be significant. Is that the next big event to occur? There are a series of those kinds of events. Is the next big event a launch of a missile from a rogue nation targeted at the United States? Is the next big event an international event like what we've seen for example in Georgia where the focus of the entire world is on a nation trying to maintain its security? All of these things portend an impact on the United States. All of them have an effect on the security of our nation, and all of those are things we look at every single day. So when we think about big events, if you're not prepared, if you're not in a position to respond when they occur, that means you've not done the right amount of planning. You've not prepared yourself. You've not anticipated. And anticipation is the key to both of our commands at NORAD and NORTHCOM. I'm going to spend a little bit of time talking to you about that as we go

through our discussion today. Then I'll spend a little time answering I'm sure the many questions that I'll raise through the course of my comments. But first, before we begin, I'd like to just put a little focus on this by showing a short video. I think it will be helpful to you to look at some of the breadth of mission that we have and then I'll go into a little more specifics. So if I could get the magic of audiovisual to run that video for me please. [start of video]

So, what's important to you? Is it the economy? Is it your community? Is it your family? Is it the education system that we rely on to grow professionals to follow on behind us? What are the things we value most and how do you protect them? NORAD-NORTHCOM's mission everyday is to anticipate a threat to our nation natural, man-made, it doesn't matter. In most cases, those threats will sort of stay below the waterline. We'll assume that you're sitting in here today assuming that we're doing our job. It's quiet. It's comfortable. We can engage in dialogue. We can challenge each other with questions. And you take for granted the fact that today around the country active duty, reserve, national guard, members of the military are on watch. And everyday people assume that we are doing exactly what we ought to and that we're prepared for an event that will challenge us. You expect that. Everyday you expect that. So we have to be pretty good at making sure that we're meeting your expectations and living up to our missions and tasks. So I want to talk to you a little bit about those as we go through this and then I'll be happy to engage in questions.

I want to talk first about NORAD. You saw, and we can- if you want to pull the screen up, you're welcome to do that. NORAD is, as you saw General. Rick Hillier mention is, the longest standing bi-national agreement in existence today. We just celebrated our 50th anniversary. It's a partnership between the U.S. and Canada that was originally designed to counter a Russian threat, a Russian long-range aviation threat, in the days of the Cold War. Those days are gone. Not so fast. We still have Russian long-range aviation and ours out there. Nine-eleven brought a different threat. We didn't anticipate that anyone would use a commercial airliner as a weapon of mass effect. Those days are gone. We have to look inside our borders as much as we look outside our borders. So this relationship, this tremendous relationship, we have with our Canadian neighbors and partners is really critical to us. And while some would say the tightest relationship between the U.S. and Canada is the National Hockey League. I would argue that this bi-national command of NORAD, this partnership between our two nations, is maybe the most important relationship we have by the way with one of our top trading partners in the world. In accordance with the NORAD Agreement, our command has three missions. First, we started with aerospace warning and that's what really was our legacy mission. Is finding and fixing those threats out there in the airspace. And as I said prior to 9/11, we looked at our airspace only. We had drawn down our air defense alert sites. We had minimized the emphasis we had placed on rapid response to aircraft in and around the national aerospace system of either of our two nations. Those days are gone. Today we scramble more fighters from our two nations to intercept and identify targets inside our borders than we did over the previous 20 years of exercising outside our borders. Over 400 targets a year pop up as targets of interest and to which we send fighters to intercept and identify. We are the nations

first and best defense against those kinds of threats. On 9/11, we didn't think about that kind of a threat. We think about it everyday today. And as I said, everyday we're out there identifying targets that could be the next 9/11. Nationally then, we have a responsibility to respond to those and the U.S. and Canada both have provisions in place to make a decision on what to do with one of those aircraft should it become a threat to us.

NORAD has a second mission and that is aerospace control. It is making sure that we cannot only identify targets but then we can give the nations leaders the option to do something about them. Today in the United States the responsibility to respond to those airborne threats to our two nations rests heavily upon the shoulders of our Air National Guard. They fly about 70 percent of air defense missions that we take advantage of everyday. My air component commander at Tyndall Air Force Base is an Air National Guard two star. Virtually all of his Air Operation Center is made up of members of the Air National Guard. So, the Guard plays a heavy role in this air-defense mission that we partake in everyday. I mentioned those 400 times a year that we respond. Fortunately, all of them have been non-threat targets. But some of them, you don't know until the last minute. We've had foreign flag air carriers lose their radios, lose their identification system, deviate from their course and head in directions that at least had us a little worried until we could determine what the threat may be. And so, again, you sit in here. You don't see that. You expect that we're doing the things that we need to for the nation. And we work very hard at it. Those threats can range from a crop duster who, 'by golly I've sprayed my cotton fields just outside of Crawford, Texas for 25 years and I do it every Saturday morning at 7 o'clock. It's not important to me who lives around here. I have to go spray those crops. Well that gets attention when leaders of our nation happen to be at their residence and we establish restricted areas and these crop duster guys just kind of press on through. We have to pay attention to them today because we've seen since 9/11 that those can be threats, and we can't allow an unidentified aircraft operating in our national airspace system, whose intentions are unknown, to continue without clarifying that. And as I said, fortunately each time so far we've averted a problem because we've been able to identify those aircraft, bring them up on the radio, and divert them to an airfield where 50 of their closest FBI friends are waiting for them on the ground to determine what it is they were up to.

Our third, and really the newest mission for NORAD, is that of maritime warning. And as we've all seen, the maritime is a domain that is somewhat uncontrolled. If you look at the flow of narcotics, if you look at the flow of illegal persons, if you look at the flow of illicit money, that traffic uses the maritime domain in a very significant fashion. You need only to look at the Caribbean, or the Pacific coast off Mexico and California, to see the number of semi-submersible fast boats, fishing tugs, whatever who are trying to bring people and things to our country that are not legal. You need only to see that from a snapshot to understand the magnitude of that problem. And we partner very closely with U.S. Southern Command, Admiral Jim Stavridis, and his team to assure we are as seamless as is possible in that area. But this role of maritime warning doesn't come easy. You have to have good situational awareness and you all know most of the players on the maritime domain are not military. They're civilian. We have to partner

with the private industry. We have to create common domain awareness tools so that you can move information back and forth between commercial carriers and military organizations, the Department of Defense, the Department of Homeland Security, the U.S. Navy, the U.S. Coast Guard, because the U.S. and Canada all need to have shared information. And so the challenge of creating the network to give you warning is a big one. The second piece is so what do you do with that warning? How do you ensure that you take that information about the threat and move it to a law enforcement agency who can allow the interdiction of some of those targets that might be out there? Or who can help you defend the force. If you've been out to LA Long Beach recently, you've seen the volume of commodities that move through there. The volume of natural gas and oil that goes through that port and you know the threat to that port could have significant impact on our nation. And so, this mission of maritime warning is a partner mission. One we have to maintain a close partnership with the interagency and with our Canadian friends to ensure that you can take warning and turn it into execution in some fashion. And as I mentioned, the Coast Guard is a principle element of the Department of Homeland Security for execution and is a close partner. In fact, we have about 25 Coast Guard officers who live on my staff everyday and my Deputy Director of OPS is a Coast Guard Officer. So that relationship is very, very close.

Let me shift away from NORAD for just a minute. We can cover any questions if you'd like and touch on the missions for US Northern Command. As we saw on the video, on September 11th, there really was no command solely responsible for the defense of our homeland for support to civil authorities. There was an ad hoc mission where they took forces from the services. You took joint forces command and other state-side based commands and you created a joint task force. And all that occurred after an event. And so, you were always behind the power curve. When we were created in the fall of 2002, it gave the mission to this Command to focus on being prepared before an event. Frankly, we struggled to do that. The early days of Northern Command were consumed by the organizational process of building this command. Not unlike the Department of Homeland Security. DHS had to take 22 federal agencies and pull them together. Not all of them worked well together. Not all of them shared a common culture. Well the same was true with NORTHCOM as we stood up. We were asked to bring together elements of various commands, elements of the services, and the interagency in ways that had not been done before by a military command. And that was not an easy process. And so my predecessors had to deal with the organizational difficulties of a new command. Hurricane Katrina changed the whole nature of that process. We thought we had prepared. We had prepared for a hurricane like Katrina to come ashore. What we hadn't thought about and hadn't prepared for is what happens if the levees break in a place like New Orleans. And we see the catastrophic effect that can occur from an event like that. So we've had to ensure that we do much more than think about planning for our future. We have to actively go out and help shape the relations with the interagency, with the states, with the National Guard to ensure that we've actually asked ourselves the question of what happens if the levees break. What happens if the county judges in Texas, who are the authorities responsible to evacuate prior to hurricanes, what if they say "I'm not going to issue an evacuation order"? How are we prepared to assist in the eleventh hour of a catastrophic hurricane, like

Hurricane Dean could have been last year, when an evacuation order was given so late in the game that you foreclose your ability to use normal means. We have to be in a position to help the states succeed in that regard. We maintain situational awareness everyday on a variety of issues, both natural and man-made. But defense of the homeland is the principal mission. So while we may get focused on a Katrina, or an earthquake, or a fire, we cannot let down the guard that says we're responsible to ensure that if attacked this nation can respond to a missile threat. If threatened, this nation can respond to an air threat. If threatened, this nation can be active in the maritime domain to intercept ships at sea to arrest and take charge of, take custody persons of interest that might be aboard those ships. If asked, we can ensure that mining of a port is not something that the nation's businesses and citizens ought to be afraid of. We need to ensure that we've done the requisite planning to defend this nation. Everyday my J2, my intelligence organization, looks as closely at the terrorist information that comes from the Afghan theater, from the Iraqi theater, from our partners in Europe, from throughout the world to see if any of those spider-web networks of terrorism are pointing themselves to the United States. And if they are, what are we doing about it? Not a military role to respond necessarily or military role to support. So we are partnering and collaborating with the FBI and law enforcement agencies, with CBP and others who control our borders to ensure that if we find a bit of information that traces itself back to an al-Qaida or an al-Qaida want-to-be threat, we've got the same information that our law enforcement agencies have. We are embedded in the National Counter Terrorism Center everyday. We're embedded in the FBI's Joint Terrorism Task Force. We committed to be a part of that process so that we can not only share our opinions but we can understand how each of those organizations looks at threats to our country. Now, as I said we had to partner with those law enforcement agencies. Why? Well, we have constitutional restrictions on how we can use the military in our country. If you are a member the National Guard, you can conduct law enforcement operations on behalf of the government. Not true with Title-10 Military. And so, we have to ensure that we keep a clear line between the constitutional restrictions against use of the military in the homeland and the ability of the military to support law enforcement agencies, to support with collaboration on intelligence information. And so we've worked hard at that everyday, and my staff of 16 lawyers follows me around with great interest to make sure that I don't stray outside of my bounds. The benefit of that though is we create a partnership with the law enforcement community that is as good as it has ever been, at least in the history of NORTHCOM. For sure, I'd say between the DOD and our law enforcement partners. They have confidence that we will work with them. They have confidence we will protect their authorities, and they have confidence that we are active partners as member of their team. So homeland defense has to be, has to be our number one priority. And we focus hard on that everyday. The good news is if nothing happens people assume we are kind of plugging along all right. Well it doesn't – nothing happens for a reason. Nothing happens because of the great partnership that has evolved between the Department of Defense, the Department of Homeland Security and many other agencies- some sixty that we're involved with every single day.

NORTHCOM's second mission is one of civil support and you saw on the video a number of instances where U.S. military forces were put in a position where they could

assist governors, state and local officials, and tribal officials when disaster strikes. We do that in support of a comprehensive national response framework. The Department of Homeland Security is the designated lead for civil response in the homeland. The states generate that. In fact, you could say the local first responders really are the on-scene commander and the first generators of response to an event in their area. But we have to be prepared to respond at a moments notice. So as we look at the hurricane season, we don't just sit and say well a hurricanes coming what do we think we need to do. Every year we put forces on alert that have the capabilities necessary to assist the state. I look at every single state that's hurricane prone, if you will, and I know what capability they have, what's deployed, what the surrounding states may have and I know where their gaps are. So if it's a CAT-I through a CAT-V hurricane, I can tell you today of the 18 states that could be affected by a hurricane what their shortfalls are. And then my staff works to ensure those shortfalls can be met on a moments notice. So for example, last year during Hurricane Dean as it was building towards Texas- fortunately it did not go to Texas- but one of the real needs of the state was evacuation of what I'll call "critical care medical patients", those with special needs (oxygen, you know some sort of power or medical treatment of sorts, unique care requirements). We prepositioned, prior to the evacuation notice, with the support of the federal government -we prepositioned mobile air staging facilities in south Texas so that we could move 1,600 or so medical patients out of the area prior to the hurricane striking. That's a very different paradigm than we had after Katrina when we found that some hospitals didn't even have auxiliary power. So we've gone out and done this advanced study work. We've put ourselves in a position where we know what the states limitations are and we partner with them to support their plan. So, civil support is a very visible mission. It is our second mission. Homeland defense is always our principal mission. But we have postured ourselves with collaborative planning over the last couple of years to ensure that we anticipate the needs of state or local agency in response to a significant event. We've just completed two planning efforts with the state of Nevada on earthquake prep. I talked about the New Madrid Fault. This year, along the Nevada and California border, they're up to 700ish earthquakes. Seven hundred. Now they're small 3.2, 3.4, but if you look back in history a couple of really big ones had been preceded by hundreds of small ones. Is this the year? Don't know. But we have to be prepared for that. So we've gone through extensive planning with both Nevada and the state of California on how we would assist and respond to a large earthquake. We will practice that in an upcoming exercise this fall as we partner with the state of California for a catastrophic earthquake response in the southern part of that state.

The key to all of this is we're in support of both the lead federal agency and the state affected. We're not there to take command. We're not there to take charge. We're not there to take away the power or the authority of the governor by the way, which the people of that state have elected to take charge of those events. And we've built a relationship with our federal partners and with our state partners to ensure that we can be successful. We've instituted a Domestic Security Cooperation Program. Now some of you that are familiar with combatant commanders know that we have Theater Security Cooperation Programs, and if you're CENTCOM, you have a relationship with the countries in your region. Certainly we do that in NORTHCOM as

well. Our two principal international partners Canada and Mexico are nations that we work with very closely. But we've also initiated a Domestic Security Cooperation Program. And that is the commander, the staff, the planners going out to each of the states in our country and sitting down with them and helping to prepare for the kinds of events that may affect them. Whether they're relatively small or relatively large. If you look at the bridge collapse on Interstate 35 in Minnesota this last year, you may not have noticed it but there were some pictures of Navy divers in there. We sent a team of Navy divers to Minnesota to help operate. They were the only qualified capability to operate in amongst concrete and steel in the bottom of the raging waters of the Mississippi that's muddy and ugly because they train to do that everyday. They were Navy salvage divers. They were able to recover the remains of the eight individuals who had been lost in that accident. If you have a chance to ask Governor Tim Pawlenty about that, he will tell you how seamless that process was. How much he appreciated DOD support. That was done with four phone calls and we moved those forces there within hours, and those Navy divers work for my defense coordinating officer, an Army Colonel, who worked for the local sheriff, who was the on-scene commander. No issues of command and control. Only issues of support. And that's the way we try to operate everyday.

Our coalition, if you will, is a coalition of tribes and villages. We have about 120 members in our coalition villages. Each state considers themselves sovereign....and they are. So you have to deal with each state differently. We have forty-nine states that we deal with. Hawaii fits in Tim Keating's PACOM area. But we deal with all forty-nine of the other states, five U.S. territories and the District of Columbia, two international partners, as I mentioned Canada and Mexico and I'll come back to them in a little more detail. The National Guard Bureau clearly is an organization that historically our relationships have not been good. Today I'll tell you it's as good as it has ever been. We work closely with the director of the joint staff and his team at the National Guard Bureau, and we are completely seamless between the two. They see our information, we see theirs and we work as a collaborative team. We're engaged with each of the state joint-force headquarters to ensure that what the state's are seeing and thinking is something we have visibility into, and as a result we're prepared to respond.

I mentioned our interagency partners. We also have about sixty different inter agency partners that are part of our team everyday. Forty-five agencies have senior officials in our headquarters everyday. They are integrated into our operations, in our plans. They are integrated into a private sector cell that helps us reach out into the private sector to ensure we know what people like Wal-Mart and Fed-Ex and Home Depot and collaborative organizations like BENS. There are a number of faith-based organizations that we remain in contact with. It allows us to understand how they are helping their communities and gives us visibility into where they have resources. We don't command any of it. But we collaborate and we coordinate the responses so that you don't have a situation like we saw in Katrina where multiple elements of aid showed up in the same place at the same time and other places didn't get the aid they needed. So, we've built this private sector cell to help us de-conflict this. We have great participation from industry and from other organizations around the country who are

interested in helping their own citizens. This is a huge positive element of our mission each day. And it's one that we don't command. If you look at our coalition, we don't command or control any of them. We have to collaborate. So, we have tried to lead from behind in many ways because we bring great planning skill, we bring great integration capability but we don't necessarily own any of the tools that we may need to respond. We're all partnering and in the chaos of an event you want to make sure that local responders, the National Guard, the federal agencies are all integrated. If you can't communicate, you can't integrate. We've worked hard since Katrina at creating interoperable communication among our defense coordinating officers, among state players and partnering with DHS.

Today if you want to apply for a grant from the Department of Homeland Security, it has to meet a common communications protocol. This means that no matter who buys it if you want to buy it with grant money it has to be interoperable. It has to communicate with the network. That's a huge difference from what we had in New Orleans after Katrina or in Mississippi.

I mentioned the partnership with the National Guard. This is one that has received a lot of press but is one that we have built such a positive relationship over the last few years that I'm very, very pleased with. I mentioned that Army Guard-the Air Force Guard, or Air Guard, is flying a substantial proportion of our Noble Eagle missions. The Army Guard is heavily engaged both at home and away. Fifty-thousand guardsmen today are deployed. Not only in this country but around the world conducting the nation's missions. The National Guard is a key element of our national security capability. But we have to be able to train them and equip them to be able to respond.

The congressionally chartered independent commission on the National Guard and Reserve found that many Army and Air Guard units stationed in the United States were rated as not ready as you look at their readiness report. This was primarily because of equipment shortages of a whole variety of elements. These equipment shortages affect the Guard's ability to do what their governors ask of them, as well as their ability to do what the President might ask of them in international performance. In each case, these shortfalls were recognized by a service but not necessarily pushed hard in the joint requirements process. We have been given the mission to be the advocate for the National Guard, and for the Reserves, to help them get the equipment they need to execute their homeland and civil support missions. I have taken the requirements from the various states and National Guard Bureau, and integrated them into my requirements and priorities list so that when we go to the joint requirements oversight process we're advocating for funding the kinds of equipment that we need for our National Guard team members to conduct their mission in their state, and for our Reserve component members to help assist us in conducting those missions. This is a long overdue change. It's one the Department was criticized for in the past. We've moved forward to change that, and we've made great progress in that regard. Certainly, Secretary Gates has put the emphasis on that within the Department. We partner with the Assistant Secretary of Defense for Homeland Security- Homeland

Defense and American Security Affairs to ensure that we have the right kind of equipment being procured for our National Guard and our Reservist in each year's budget. We've made good progress in that regard and we continue to push forward with it.

I mentioned business involvement and I want to spend just a moment talking about these efforts that we've had to outreach to the business community. The private sector is eager to find ways to incorporate themselves into our response plan. They don't work for us but they want to be integrated with us. It's really an untapped layer of our Homeland Security capability. We've also partnered with the Department of Homeland Security. They too have a private sector cell. So between the two of us, we're creating information management tools that will allow us to have a better understanding of where some of these institutions and organizations have reserve capability out there that they can apply to a domestic situation. They then also have the ability to see what DOD is bringing to an event and what DHS is bringing to an event. That particular element of our cooperation with the private sector is one that I'm extremely proud of and we're working really, really hard to expand that in the coming days.

Let me just spend a minute or two on our two international partners before I move to questions. I talked about The Theater Security Cooperation in Mexico to our south is a very active important part of our overall Theater Security Cooperation Plan. Mexico is a nation who has taken on a tough, tough challenge. As you know, the flow of narcotics from Mexico into the United States is a significant challenge. The influence of cartels within Mexico has had a significant effect on local governments and certainly has influenced the national scene. President Calderon's efforts to enhance the enforcement of their trafficking laws have been met by increased violence in many places. But he has remained firm and he has instructed his army, navy and air force commanders to increase their efforts in this regard on behalf of the nation. This is a strategic concern for the country of Mexico. He has also instructed those leaders to have a closer military to military relationship with the United States. I'm pleased to say that our NORTHCOM team has built a close working relationship with both General Galvan and Admiral Saynez as the principal military leaders in Mexico to ensure that we have a common flow of information and that we understand the challenges that each are facing. I have a Mexican liaison officer who works in my headquarters each day and this relationship has allowed for the Mexicans to expand their training opportunities and to be more aggressive in how they target these traffickers.

One of the areas that I am concerned with is the issue of tunneling underneath our border and bringing things into our country. The tunnels have been found all along our southwest border and they're used, as you can imagine, for trafficking all sorts of illegal products--people, firearms, weapons. They are also used to move money and potentially weapons back south. If you look at many of the weapons that were captured by the Mexicans in busts around their country, a number of them can be traced back through gun dealers in the United States. And I'm pleased to say that the cooperation between the U.S. and Mexico at the law enforcement level has allowed for prosecution

of some of those, and this effort continues. These tunnels are kind of unique. They can be flooded with water and then empty the water. They've got air and electricity pushed into them. They are not unsophisticated efforts. So we've worked hard with our Department of Homeland Security partners to sponsor a joint capabilities and technology demonstration to enhance our ability to detect the tunnels. We're partnering with the U.S. Corps of Engineers, with Homeland Security, with the Naval Undersea Warfare Center, and with our friends in other countries who have had some experience in this to try to develop better capabilities to look at soil analysis and multi-spectrum imagery in a whole variety of ways to see if we can determine where tunnels might be located, and then allow law enforcement to interdict them. This has been an important element of our strategy in partnership and cooperation with our friends in Mexico.

A relatively new development for us in our area of responsibility is the Arctic. Increased access into this area has spurred a concern on the part of all of the nations that there may be security issues in the future. We've been working within our Department to think about the Arctic in ways that project out 25 years and what might be the requirements for presence, who might be trying to get more access, how we are involved in things like the International Law of the Sea to ensure that we maintain the security in this critical region.

We don't know for sure how much of a resource pool there is there, but I think speculation is, and most scientist would agree, there are untapped elements of natural resources that are worthy of harvesting. The question is how do you do that in a safe manner. How do you ensure that nation securities are preserved as we move further into that region of our globe?

Before I finish, I'd like to just spend a minute talking about our relationship with Canada. As I mentioned our bi-national relationship is strong. NORAD is a great alliance that has proven itself over the years. But Canada too has undergone a significant change in its military--investment in modernizing equipment, and its commitment in Afghanistan. If you have a chance to speak to any of our Canadian friends who have deployed into Afghanistan, you know they're there; they're tough; they're engaged; they're fighting and they're paying a price as well but the nation remains firm. The Harper government, the leadership of the previous Chief of Defense Staff, Rick Hillier, and the current Walt Natyncayk is strong and solid. They have a vision for how to build Canadian military forces for the future. I think they will continue to be, for us, a great partner both in terms of our air defense, our maritime warning and our airspace control missions, but also we partner with Canada Command, our counterpart to NORTHCOM in Canada and we're building ways that we can provide mutual support of each of the two Commands to our nations when disaster strikes. So a great working relationship with them, and I'm really pleased with the size of the commitment that Canada has made through its modernization but more importantly the commitment made to coordination and cooperation between Canada Command and Northern Command as we look at events that may effect the two nations in the civil support areas.

So I think what I'll do now is stop there and open the floor up for questions and kind of go wherever you'd like to. Thank you.