

**Senate Commerce Committee Coast Guard Nominee Questionnaire
118th Congress**

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the “Committee”) asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type “None” or “Not Applicable” if a question does not apply to the nominee. Begin each section (i.e., “A”, “B”, etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable and that any hyperlinks can be clicked. Section F may be scanned for electronic submission and need not be searchable.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Sean Patrick Regan

2. Position to which nominated:

Rear Admiral (O-8)

3. Date of Nomination:

October 27, 2023

4. Address (List current place of residence and office addresses):

[REDACTED]

Work – USNORTHCOM, 25- Vandenberg St, Ste B016, Peterson Space Force Base, CO 80914

5. Date and Place of Birth:

March 5, 1970, Chelsea, MA

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

1. **Eva N. Regan – no outside work**
 2. **Not a dependent – Brendan Regan 27**
 3. **Not a dependent – Noemi Regan 25**
 4. **Not a dependent – Michael Regan 22**
 5. **Not a dependent – Erin Regan 22**
7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.
1. **Massachusetts Maritime Academy – BS, 1988-1992**
 2. **University of Phoenix – no degree, various courses, 1998-2001**
 3. **Marine Corps Command and Staff College, Masters**
 4. **Naval War College, Masters**
 5. **Harvard Kennedy School of Government Executive Crisis Management, no degree, 2013**
8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

I have been an Active Duty Coast Guard Officer since 1992. Please see my official Coast Guard biography and attached chronology of work history.

10. Attach a copy of your resume.

Please see my attached Coast Guard biography and chronology of work history.

11. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age.

None

12. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution.

None

13. Please list each membership you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional,

fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Knights of Columbus – (since before 2011) member; not active
Ancient Order of Hibernians - (since before 2011) member; not active
Military Officers Association of America (since 2013) member
Massachusetts Maritime Alumni Associations (since 1992) member

Neither the Massachusetts Maritime Alumni Association nor the Military Officers Association of America restricts membership on the basis of sex, race, color, religion, national origin, age or disability.

The Ancient Order of Hibernians and the Knights of Columbus are organizations for Catholic men.

14. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No

15. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

None

16. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

None

17. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

1. **Armed Forces Service Medal**
2. **Boat Forces Operations Insignia**
3. **Defense Superior Service Medal**
4. **Legion Of Merit**
5. **Meritorious Service Medal**
6. **DHS Outstanding Unit Award**
7. **CG Commendation Medal**
8. **Global War Terror Service Medal**
9. **CG Achievement Medal**
10. **CG Unit Commendation Ribbon**
11. **CG Meritorious Unit Comm Ribbon**
12. **Navy Unit Commendation**
13. **Joint Meritorious Unit Award**
14. **CG Bicentennial Unit Comm Ribbon**
15. **CG Rifle Marksman Ribbon**
16. **Prevention Operations Ashore Insignia**
17. **CG Meritorious Team Comm Ribbon**
18. **CG COMDT Letter of Commendation Ribbon**
19. **National Defense Service Medal**
20. **Humanitarian Service Medal**
21. **CG Special Ops Service Ribbon**
22. **Presidential Service Badge**
23. **CG Presidential Unit Citation**
24. **DOT 9-11 Ribbon**
25. **DOT Outstanding Unit Award**
26. **US Merchant Marine Expeditionary Medal**
27. **National Defense Service Medal**
28. **Naval War College, Distinguished Graduate (2012)**

18. List each book, article, column, letter to the editor, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

None

19. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

1. **As a RDML and on behalf of USNORTHCOM, I provided remarks at: a maritime industry forum (prepared remarks); a US Naval War College Forum (prepared remarks); a Missile Defense Forum (prepared remarks); and a Military Logistic Forum (brief opening and panel discussion, no presentation).**
2. **As a RDML and representing the USCG, I provided remarks to the Colorado Springs City Council on the occasion of a USCG Birthday Proclamation.**
3. **As a RDML and on behalf of USNORTHCOM and NORAD, I have served as opening speaker at various, internal training events. On occasion, these events have included external agencies from DOD and the interagency community. The events and courses included, but are not limited to, the Dual Status Commanders Course, the Title 10 Deputy Course, and others. The remarks provided during these events were not scripted.**
4. **As a RDML and representing the USCG, I provided remarks at a Chiefs Call to Initiation Dinner.**

Relevant links:

[Rear Admiral Sean P. Regan – SMD Symposium](#)

<https://www.dvidshub.net/image/7489653/us-coast-guard-reserve-change-command>

[DVIDS - Images - Leadership addresses audience at 2022 Counter Transnational Criminal Organization Operations Conference \[Image 1 of 5\] \(dvidshub.net\)](#)

[U.S. Northern Command on LinkedIn: Yesterday, RDML Sean Regan, deputy director of operations for U.S...](#)

[Center on Irregular Warfare and Armed Groups Symposium Speakers | NWCF \(nwcfoundation.org\)](#)

[Beyond 'bullet on bullet': NORTHCOM's new defense plan looks to kill missiles before they launch - Breaking Defense](#)

20. List all public statements you have made during the past ten years, including statements in news articles and radio and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

None other than those listed in 19 above.

21. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the full name of an “alias” or “handle,” including the complete URL and username with hyperlinks, you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

(a) I have a LinkedIn account – I do not post content though I will occasionally “thumbs up” Mass Maritime and USCG content that is supportive of the school and industry. On occasion, I have provided positive words of support for LinkedIn contact’s special events if they are professionally related. I do not provide political or personal commentary to any posts. <https://www.linkedin.com/in/seanpregan> sean.p.regan1992@gmail.com

(b) Steam – The account is for video gaming. I do not engage or post any content. Steamcommunity.com under seaneva1@hotmail.com and seaneva21@gmail.com

(c) My spouse has a Facebook account that uses our joint email address seaneva1@hotmail.com. I do not access or use the account. My spouse rarely uses it as it was previously for children’s sports management/coordination. She uses some portions as a military spouse to interact with other Flag and General officer spouses.

22. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

None

23. Given the current mission, major programs, and major operational objectives of the Coast Guard, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

It is my continued honor to be considered to serve at yet another level of the U.S. Coast Guard. It remains my sincere desire to protect our Nation, serve Coast Guard crews and our fellow citizens. I reaffirm the reasons stated in my RDML/O7 nomination package and add that my experiences as a RDML/O7, both as a USCG leader and as a leader within the Joint and Interagency community, have strengthened my leadership skills, enhanced my effectiveness, and built upon my ability to shape the right things for the right reasons. My current assignment has enabled me to enhance the defense of the U.S. homeland against

Nation states, terrorist, and transnational criminal groups that seek to disrupt our Government and destroy our way of life. I am a key implementer of the USNORTHCOM Commander's resiliency and protection efforts. I have a reportedly positive reputation throughout this bi-National Command for being collaborative; enabling of others; for supporting the workforce; and an as an effective officer. I believe these traits were primary reasons why the Commander assigned me to a Joint Director Position (2-Star) for ten months when the Tier 2 SES departed for a new assignment. In that role, I turned a flailing Directorate around; advanced US-Canada collaboration of Joint Warfighting, Exercises, and Wargames; and developed an innovative interagency and industry discussion program that informs others on our need for resilience, while simultaneously empowering a diminished workforce. The results while serving in the position were lauded by the NORAD and USNORTHCOM Commander. I know I have more "fuel-in-the-tank" for service to the Coast Guard and the Nation. I am very eager to continue to proudly serve others if confirmed by the U.S. Senate.

24. What do you believe are your responsibilities, if confirmed, to ensure that the Coast Guard has proper management and accounting controls, and what experience do you have in managing a large organization?

It is the duty of every public and civil servant, and military officer, to ensure the effective use of public resources. These resources support our physical assets and personnel, which together accomplish missions that protect our Nation. As a senior executive, it has never been more apparent that we need to wisely and prudently invest our resources (one of which is our time) to the best available technologies, processes, and policies that deliver the optimal return on investment. In addition to assets and people, this includes data and information.

As a senior leader, I balance risk and cost with clarity of understanding that there are, at times, tradeoffs. If confirmed, I will continue my practice of educating myself on topics, enhancing awareness of the stressors on our people, and understanding the best national outcomes. I will then act within the bounds of law and regulation in all that I do. Further, and importantly, I will continue to train, challenge, and mentor the next generations of military members and civilians in improving upon themselves in these areas.

Early in my current assignment, while still a relatively new Flag Officer, the Commander of NORAD and USNORTHCOM assigned me to the role of Joint Director of Training Exercises and Wargames overseeing a \$50M budget; all homeland defense exercises, training; and, the digital transformation of the Commands. This is a 2-Star/Tier 2 SES billet. I served in this role for 10 months. This experience of driving to collective positive outcomes was both daunting and remarkable. The staff was not functioning well when I assumed the leadership responsibilities, and I quickly restored order overcoming poor performing members who acted outside of Core Values (of the USAF and USCG). Further, I effectively and efficiently conducted the first major cross Combatant Command, subordinate unit, and Canadian full-scale exercise since 2021. Few on staff had any experience; few were motivated; and I was able to lead the enterprise to a successful multi-

week event that substantially improved homeland defense culminating in a “certified” finding for the Command’s Joint Operations Center.

Finally, as a Joint Director at a Combatant Command, I further honed my skills and ability to work with others including with other senior military officers; federal, state, and local officials; elected officials; international partners; interagency partners; and, high-ranking industry executives.

25. What do you believe to be the top three challenges facing the Coast Guard, and why?

The challenges I proposed in my RDML/O7 nomination remain valid; but, I update them here based on understanding that I have worked at USNORTHCOM and within the DoD system since 2022, and not within the most up-to-date USCG efforts on these topics.

Gaining and Retaining a Talented Workforce. This continues to be a whole-of-nation challenge. I support the Commandant’s goals and guiding principles. The Coast Guard must continue to posture itself to be the Service of choice for military members and civilian employees. We must not only communicate with communities that may not be aware of the Coast Guard, but we must also aggressively seek out those elements of our society that have an affinity to serve - such as military-related high schools, colleges, and the various levels of ROTC programs. Coast Guard Core Values are fundamentals that should attract the best of our citizens and encourage them to have their children, siblings, and family members actively seek to serve in our Service. We must focus on retaining members through outstanding leadership, innovative approaches to work, challenging opportunities, and responsibility early and continuously – the Coast Guard should be a fantastic challenge for those seeking to be more than they currently are regardless of their path to joining the Service.

Readiness for Homeland Defense. My last filing noted that the Peoples Republic of China (PRC), Russia (RUS) and Transnational Criminal Organizations (TCOs) are a threat. This is even greater today. The Coast Guard is leveraging its finite resources and abilities to seek maximum outcomes to prevent conflict escalation and to enable the international rules-based order. The Coast Guard should, and is, examining its role should a conflict begin. I believe that the PRC “theory of victory” is not to win, but to slow our force flow and divide our national will so we cannot get to the point of need in time to stop their aggression. The Coast Guard’s importance in getting equipment “from fort-to-port” is critical. The Coast Guard is examining this closely. The Coast Guard is addressing capabilities, capacities, industry, and its members. Preparing crews for potential conflict requires clear messaging, leadership, and awareness to ensure our people are ready. The Coast Guard must continue to expand beyond homeland security and anti-terrorism (which remain a risk) and work with industry to enable discussions on industry’s role in a homeland defense crisis. The Service must also seek Congressional and Administration support to upgrade data usage, information flow, and classified communications methods to ensure decision-makers at every level have access to the needed information at times of crisis. The Coast Guard’s actions during the high-altitude balloon, the PRC-RUS surface

action group in Alaska, and elsewhere continue to highlight our ability to enable the maritime transportation system.

Shore Infrastructure and Inland Cutters. The state of the Coast Guard's shore infrastructure does not appear to have appreciably changed since my last filing. The condition of our infrastructure impacts our crews' ability to operate – and willingness to serve. We must continue to make the best risk-based decisions to address the continuously-aging infrastructure and enable civilian leaders to support the men and women of the Coast Guard as they operate to protect our ports, save persons in distress, and ensure the waterways remain pollution free. This also involves the Coast Guard's inland cutter fleet. Understanding these aging vessels remain a priority for the Congress and Service, we should strongly consider the impact these often loud and cramped vessels have on mission effectiveness and crew habitability. The maritime transportation system requires inland cutters and the crews asked to ensure the viability of the inland waterways require modernized assets to meet mission demands.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan.

Please see my nominee PFDR.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain.

None

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

None. Please see my nominee PFDR. If any conflicts of interest or potential conflicts of interest arise, I will obtain advice from a Coast Guard ethics official and follow that advice.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

None. If any conflicts of interest or potential conflicts of interest arise, I will obtain advice from a Coast Guard ethics official and follow that advice.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

None. If any conflicts of interest or potential conflicts of interest arise, I will obtain advice from a Coast Guard ethics official and follow that advice.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or

indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

None

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, an Inspector General, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:

None

- a. Provide the name of court, agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.
2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

None

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

None

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

None

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected Equal Employment Opportunity/Equal Opportunity

(EEO/EO) activity, whistleblower activity, or any other basis? If so, please explain.

None

6. If you have ever served as a general court-martial convening authority involving sexual misconduct or assault, have you ever disapproved the findings of a court-martial related to the offense(s) or reduced the sentence adjudged by a court-martial, other than in connection with a pre-trial agreement?

None

7. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

I have no new matters that weren't previously disclosed to the Committee during the O7 confirmation process. The matter I previously disclosed is as follows:

After I submitted my O7 Senate questionnaire, a Senator's office contacted the Coast Guard about an anonymous constituent complaint that alleged I failed to respond to issues within the Coast Guard Atlantic Area and improperly intervened in a hiring action. I was informed that after a thorough review of the unit's records, relevant Defense Organizational Climate Surveys, and hiring action the allegations were found to be unsubstantiated. My understanding is this information was communicated to the Senator's office and the Committee prior to my confirmation to O7.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures?

Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

5. Do you agree, if confirmed, to keep this Committee, its subcommittees, other appropriate Committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?

Yes, in accordance with law and DHS policy and guidance.

6. Do you agree, if confirmed, and on request, to provide this Committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?

Yes, in accordance with law and DHS policy and guidance.

7. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress?

Yes

(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Sean Regan being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.



Signature of Nominee

Subscribed and sworn before me this 1 day of NOV, 2023.



Notary Public

Emily Miletello, LCDR, USCG
Judge Advocate
Notary Public pursuant to:
10 U.S.C. § 1044a



United States Northern Command Biography

Directorate of Public Affairs, Headquarters, U.S. Northern Command,
250 Vandenberg Street, Suite B016, Peterson AFB, CO 80914-3808
Phone: (719) 554-6889 DSN: 692-6889

REAR ADMIRAL SEAN P. REGAN UNITED STATES COAST GUARD



Rear Admiral Sean P. Regan is the Director of Training, Exercises and Wargames at United States Northern Command (USNORTHCOM) and the North American Aerospace Defense Command. As the Director, he is the principal advisor to the NORAD & USNORTHCOM Commander on all Joint Exercises, Joint Training and Education, Crew Qualification Training, Assessor Authority Training, and Joint Wargaming. He is also the Deputy Director of Operations for USNORTHCOM. The Directorate of Operations is the principal advisor to the Commander USNORTHCOM on all operational matters, providing strategic guidance to plan and execute USNORTHCOM missions within the area of responsibility; conducting Homeland Defense including land, air, and maritime operations, as well as Defense Support of Civil Authorities.

RDML Sean Regan last completed a military fellowship at the Council on Foreign Relations prior to that he served as Chief of Staff, Coast Guard Atlantic Area.

RDML Regan is a 1992 graduate of Massachusetts Maritime Academy.

RDML Regan served in a variety of operational assignments related to oil and hazardous material response, marine accident investigations, merchant vessel inspections, hazardous material cargo management, and waterways management in major seaports. He has served in the U.S. Coast Guard's Deployable Specialized Operations community focused on anti and counter-terrorism holding command at several units, including Maritime Security Response Team - East. In addition, he has also led U.S. Coast Guard and partner agency efforts in regional port security, search and rescue, ship inspections, and state, federal, and civilian inter-agency coordination as a Deputy Sector Commander.

At the Operational level, RDML Regan served at US Coast Guard Atlantic Area as the Chief of Operations, coordinating operational and policy support for two-thirds of all Coast Guard effort worldwide and then as Chief of Staff where he led the organization and executive support for a 3-Star operational command, five subordinate District Commands, and 49 operational Coast Guard units. At the Strategic level, RDML Regan served at the White House as Director, Maritime Security Policy and Director, Arctic Region Policy on the President's National Security Staff (NSS) and at U.S. Coast Guard headquarters managing homeland security policy.

RDML Regan is a graduate of U.S. Marine Corps Command and Staff College and the U.S. Naval War College.

(Current as of September 2023)

RDML Sean P. Regan
Employee ID 1047012

Current Assignment

Deputy Director of Operations, US Northern Command

Assignment History

Aug 21 – May 22 Military Fellow, Council of Foreign Relations, CAPT
Jul 19 – Jul 21 Atlantic Area Chief of Staff (LANT 01), CAPT
Jun 17 – Jul 19 Atlantic Area Chief of Operations (LANT 3), CAPT
Jul 14 – Jun 17 Maritime Security Response Team, Commanding Officer, CAPT
Jul 12 – Jun 14 Sector Southeastern New England, Deputy Commander, CDR
Jul 11 – Jun 12 SS-Naval War College, Duty Under Instruction (DUINS), CDR
Apr 09 – Jul 11 DDE, National Security Staff (NSS), White House, CDR
Jun 07 – Mar 09 COMDT (CG-5322) Homeland Defense Planning, LCDR/CDR
Jun 06 – May 07 PG-Marine Corps Command & Staff College, (DUINS), LCDR
May 04 – May 06 MSST New Orleans, Commanding Officer, LCDR
Jun 02 – Apr 04 MSST Chesapeake, Executive Officer, LT
Jan 98 – May 02 MSO Portland, OR, Senior Investigator and Marine Inspector, LT
Jun 97 – Dec 97 Port of Portland, OR, Port Safety Industry Training, LT
Aug 92 – May 97 MSO San Francisco Bay, CA, WWM, Marine Inspector & Investigator, Pollution Response, ENS/LTJG

Educational Summary

2013 Harvard Kennedy School of Government Executive Crisis Management
2012 Naval War College, Master of Arts National Security Studies, 3.7 GPA
2007 Marine Corps Command and Staff College, Master Military Studies, 3.5 GPA
1992 Massachusetts Maritime Academy, BS in Marine Transportation, 2.8 GPA

Military Personal Awards and Significant National Recognition or Achievement

DSSM, LOM, MSM (5), COM (2), ACH
Graduated “With Distinction” College of Naval Warfare, Naval War College (2012)
Presidential Service Badge (2011)
Permanent Boat Forces Insignia (2006) and Permanent Marine Safety Device (2001)

RDML Regan Remarks
Coast Guard Reserve Unit USNORTHERN Command
28 October 2022; 1300-1400 MT
Colorado Springs
Audience: US Military personnel and invited civilians
Anticipated Audience: NA
Media: None

Topic: Change of Command

Incoming: Captain Murphy

Outgoing: Captain Bernstein

Thank you for the introduction. Thank you also to Captain Bernstein and the fantastic crew of Coast Guard Reserve Unit USNORTHERN Command. It is truly an honor to speak with you all and to honor Eric, this great crew and our Coast Guard. It is an equal honor to welcome Captain Natalie Murphy to command, to USNORTHERN Command, and to Colorado Springs.

Chaplain, thanks for the prayers and for being with us today. You truly serve all members of the USNORTHCOM and NORAD teams – you make us better.

We have several notable guests with us today. Welcome Col Owens (USAF - Deputy Chief of Staff for NORAD and USNORTHCOM), Capt Webb (USCG LNO to USNORTHERN Command, Capt Gatewood (USNORTHCOM Special Advisor for Interagency Affairs), Capt Van Scoten (USN - Reserve Coordinator), Capt Phillips (retired); and CDR Fawcett (Commanding Officer CG Crypto Unit Colorado).

Most importantly, welcome to Eric's son Noah, who is a student up in Boulder. Welcome also to Captain Murphy's family – Todd, Lucas, Colin, and Trevor. It is great to have her parents John and Lelahni here with us.

Welcome to friends of Coast Guard Reserve Unit NORTHCOM and, most importantly, welcome to the fantastic men and women of the Reserve Unit crew.

VADM Lunday and Command Master Chief Dimello send their regards and whole hearted regrets for being unable to attend. They offer thanks to Eric for embracing the burden of command and excelling during some very challenging and difficult times. They also welcome Capt Murphy, and thank you for taking the challenge of command, and stand ready to provide support at any time and at any hour.

Gen VanHerck also sends his regards and his regrets. He wishes he could have attended. He often notes, as recently as yesterday when he was with the Commandant and to all the 3-4 start component commanders that the USCG send UNSNORTHCOM the very best and that they punch above their weight every time...he is talking about this crew!

As I considered how to discuss this unit I offer it is best to share something from Pub 1, the USCG Doctrine on the Coast Guard. "In 1790, the First Congress of the United States established a small maritime law enforcement component within the Treasury Department to assist in collecting the new Nation's customs duties. For the next eight years, this Revenue Marine (later called the Revenue Cutter Service) was the Nation's only naval force and was soon assigned military duties.

Over time, the Revenue Cutter Service merged with or absorbed other federal agencies. The Service acquired new responsibilities based upon its ability to perform them with existing assets and minimal disruption to its other duties. In some cases, the Service absorbed other agencies

because their maritime responsibilities were seen as intersecting with or complementing its own. The result is today's U.S. Coast Guard—a unique force that carries out an array of civil and military responsibilities touching every facet of the maritime environment of the United States.

“The Coast Guard’s distinct blend of authorities, capabilities, competencies, and partnerships provide the President, Secretary of Homeland Security, Secretary of Defense, and other national leaders with the capabilities to lead or support a range of operations to ensure safety, security, and stewardship in the maritime domain. The interrelated nature of the Coast Guard’s missions and culture of adaptability provides the Service with the ability to rapidly shift from one mission to another as national priorities demand. The true value of the Coast Guard to the Nation is not in its ability to perform any single mission, but in its versatile, highly adaptive, multi-mission character. “

To me, this describes the men and women of CG Reserve Unit NORTHCOM. They epitomize the ability of our small service to do many things with such efficiency and effect that our “true value to the Nation” is clear and uncontested.

As you might know, CGRU USNORTHCOM was commissioned on 23 Apr 2007 and has served with distinction ever since. Our CGRU team provides support in the administrative, operational, logistics, and exercise directorates. They set the conditions for the successful response of our DoD and Federal mission partners in the conduct of Civil Support and Homeland Defense by supporting a scalable and rapidly deployable Joint Enabling Capability to expertly facilitate support to federal, state, local, and tribal authorities in the USNORTHCOM AOR. They coordinate and integrate military logistics capabilities with internal and external partners. They

support of a wide variety of training and exercises across all involved commands. And they develop and strengthen trusted domestic and international partnerships with inter-organizational stakeholders. They do what the USCG does best....make things come together before and during crises.

When people hear that the Coast Guard has a Reserve unit, stationed more than a mile above sea level with a view of the beautiful Rocky Mountains they are intrigued. When they dig deeper they find the CGRU NORTHCOM is comprised of a small contingent of officers and enlisted personnel who bring their operational and staff experiences to this unique assignment opportunity in Colorado. These Coast Guard reservists work alongside their Canadian counterparts, U.S. Marines, Air Force, Navy, Army and National Guard personnel as well as interagency partners to execute NORAD and USNORTHCOM missions. When our Commandant, ADM Fagan served here she noted that “the opportunity to work side by side with Department of Defense services in support of homeland defense and defense support to civil authorities has never been more relevant.” She also stated: “Our perspective as Coast Guard members is helpful to NORAD-USNORTHCOM and increases DOD’s ability to leverage resources and authorities for best effect in order to keep America safe and respond to disasters.” This is as true as ever and Capt Bernstein and this fantastic crew lived up to our Commandant’s words.

While it may seem strange to some that the Coast Guard works at land-locked bases to begin with, the dedicated group of Coast Guards Reserve members who travel monthly to Colorado on their own dime to work and live are forging partnerships that strengthen America’s safety and defense.

Eric congratulations on a remarkably stressful, unique, challenging, and distinct tour. If you have not read Eric's bio you need to know he was clearly the right officer at the right time to do the right things. This tour required Eric to call upon his 32 years of Defense Operations experience. He harkened back to operational assignments in Navy Coastal Riverine Group Two, as Commanding Officer Port Security Unit 307, as Executive Officer Port Security Unit 301, and as Senior Watch Officer Harbor Defense Command Unit 201. His deployments to Saudi Arabia during Operation Desert Storm, Haiti during Operation Uphold Democracy, Kuwait and Iraq during Operation Iraqi Freedom, and Guantanamo Bay Cuba during Operation Freedom's Sentinel provided him insight that allowed his command to succeed in this important and changing joint world.

General VanHerck correctly states – the world is changed. The homeland is no longer a sanctuary. Eric led CGRU NORTHCOM towards more effectiveness in this change.

Lets talk about a challenging tour.....Eric stated his vision for this unit was to “Maintain the unit's focus on being ADAPTIVE, RESPONSIVE, RELEVANT, and EXCEPTIONAL in our support to USNORTHCOM and the USCG.” Boy, did he do that..... COVID, Operation Allies Welcome, changes in the Coast Guard such as Competency and Specialty Codes,

In a very short, but substantially impactful two-years, members of this command surged to need and provided 1,200 person days of support to national level events, exercises, command center watches, special projects, training classes, and N-NC Staff support. This allowed CGRU personnel to fill critical high-profile positions within Joint Task Forces (JTF), and seven Tier One and Two Exercises. CGRU significantly reduced critical staffing gaps, which permitted Active

Duty personnel broader coverage during high-profile events that could not be fully supported without qualified reserve members.

CGRU personnel directly supported the Whole of Government response to COVID-19 as well as Operation ALLIES WELCOME, with member deployments to Georgia, Illinois, Indiana, New Jersey, New York and Virginia, including one long-term mobilization for 365 days, and another for 90 days. They supported national Tier One exercises to include VIGLIANT GUARD, VIBRANT RESPONSE, and ARTIC EDGE, as well as providing maritime subject matter expertise to the Islands of the Bahamas to increase their resiliency and organic recovery capabilities from natural disasters. During each event, members significantly reduced critical staffing gaps by filling high profile positions within Joint Task Forces, Multi-Agency Coordination Centers, and Maritime Security Incident Command Posts.

Eric personally deployed for 3-months to Chicago as the Title 10 Deputy Commander, combining Illinois National Guard forces with 222 active duty US Army medics to administer over 300,000 vaccinations to the most vulnerable inner-city residents.

Again, with adept adaptability, CGRU members backfilled as the LANTAREA Coast Guard Liaison to USNORTHCOM, completing countless special projects supporting the USNORTHCOM Commander's ability to defend the Homeland and enabling uninterrupted direct linkage between Coast Guard and USNORTHCOM strategic and operational objectives. Leveraging their expertise in Defense Support of Civil Authorities, Incident Command System, Boat Operations, Search and Rescue, Marine Safety, and Logistics, team members were instrumental in

strengthening Coast Guard partnerships and enhancing the integration of mission support while serving as Department of Defense representatives and liaisons.

In spite of the setbacks, cancellations, and other impacts of COVID, Eric was focused on his crew. When COVID restrictions caused the cancellation of several national-level disaster preparedness exercises, he focused his on completing virtual professional development trainings and earned 27 new competency codes and 22 Officer Specialty Designations, which benefits both the member and nation as more qualified and knowledgeable military officers.

As we all know, the first job of any leader is to make the next generation of leaders. Capt Bernstein was clear in our chats about the quality of his crew. He has substantial appreciation for you XO, as you always made time to counsel the crew professionally and personally, and ensured that the members of the CGRU were always ready to deploy for any contingency.

He further expressed his appreciation for each and every member of this great unit, all of whom fly from their homes scattered across the US (from Boston to California) to Colorado Springs to complete their duty assignments, at their own considerable expense, in order to provide their valuable maritime subject matter expertise to the Combatant Commander. Please join me in a round of applause for this great crew.

Capt Bernstein, will you please join me for formal recognition of your leadership and service in command.

AWARD

Thanks again Eric. Everyone, did you know that when not performing military duties, Captain Bernstein is a Lieutenant with the Massachusetts State Police with over 29 years of service, and is married to his wife Allison, and has two children, Max (21) and Noah (19). Thanks to your family for their unpaid, yet dedicated service. They are patriots and we owe them much as a Nation.

As we all know, Command is the ultimate challenge. I offer that commanding a unit like CG RU NORTHCOM is harder than many in ways. Crews who meet infrequently, who are spread across a DoD command, and who must complete myriad tasks that are unique and critical to the success of a Joint Command protecting the Homeland.....what a challenge and opportunity.

Natalie, welcome aboard and congratulations. I envy you greatly. Your record is remarkable. Your service reputation is superb. Our Service has seen in you, the skills, professionalism, knowledge, and leadership needed to lead the finest men and women of our Nation. This is a gift and a burden.

My charge to you is simple. Be the commanding officer that your unit and crew deserve. Be the excellent partner to USNORTHCOM that our predecessors have been. Your guideposts and channel markers are found in our Core Values – Honor (honor your crew, your mission, and your family); Respect (respect your responsibilities, others, and your profession); and Devotion to Duty (your duty to your unit, our mission, your crew, our Service and Nation, and your family).

You have people ready to assist you. You have an entire Service who is eager to see how you bring this great unit to the next level. You have access to me, VADM Lunday, CMC Dimello,

RADM Dickey, RADM Lafferty, and the entire corps of leaders. Our Chiefs corps is eager for your leadership and success. Our crews deserve your very best. Lean on us when needed but again, be the officer we all know you are. You now have the honor of command. Enjoy it for it passes way too quickly.

Todd, thanks to you and to Lucas, Colin, and Trevor for your support of your wife and mom. She will not be able to do this – she surely would not want to do this – without you and your support.

Thanks you again all for joining us today. Thanks for this honor to speak. God Bless You, God Bless the Armed Forces of the United States and Canada, God Bless America.

**RDML Regan Remarks For:
USCG Day Proclamation
Colorado Springs, CO
1000, 26 July 2022**

Thank you, President Stands, President Pro-tem Helms, and City Council Members. Thank you as well to the great citizens of Colorado Springs. It is clear and apparent, as evident by the Coast Guardsmen who have gone before me and in my short experience as a member of this community, that Colorado Springs is extremely patriotic and welcoming to military members and families. Well done.

Today's proclamation, a first for the Coast Guard in Colorado Springs, recognizes the world's best Coast Guard. As you know, the United States Coast Guard is simultaneously a military service, the world's premier maritime law enforcement agency, and experts in search and rescue.

The United States has over 95,000 miles of coastline and rivers. This expanse is protected by the 42,000 men and women of the Coast Guard, - active duty, reserve, auxiliary and civilians. In a typical day, your Coast Guard saves 10 lives, conducts 45 search and rescue missions, protects \$1.2 million in property, seizes 1,000 pounds of illegal narcotics, and conducts 57 patrols and 24 boardings. We protect Presidents when they are near the water and provide aviation security above Washington DC in our NORAD role. Coast Guard personnel are key to the security of the US maritime system, help get it restarted when there is a hurricane or other man-made or natural disaster, and ensure the ships that sail the seas are safe. There are 15 active duty and another 15 reserve members who enhance NORAD and NORTHCOM's planning and execution of homeland security and homeland defense responsibilities every day.

Today's Coast Guard is a world-wide organization. We are the recognized model of maritime law and order. As such, Coast Guard vessels promote safe and legitimate maritime operations around the world. We are in the western Pacific helping partner nations protect their own waters. We are in the Arctic ensuring our natural resources are protected. We are in the Caribbean and eastern Pacific saving lives and intercepting drug smugglers at sea. We are in Bahrain enabling peace and security in the Arabian sea. And we are off the west coast of Africa and south America highlighting and bringing awareness to Chinese and other nation vessels who are stealing fish from the oceans at incredible rates.

We are thankful to the Congress and to our fellow citizens who are providing Coast Guard men and women the best technology possible with new ships, aircraft, technology and training. Candidly, our biggest risk is finding quality citizens to join my great Service. Our Commandant, ADM Linda Fagan, the first woman to serve as a military service chief in the Nation's history and someone whose first Flag assignment was here in Colorado Springs, is focused on ensuring people know about the opportunities in the Coast Guard and then, once people are in, retaining them to serve for a long career. We also have USCG astronauts in the NASA program and Coastguardsmen deploying with Special Operations forces around the world, as well as some of the best trained cyber-warriors our nation has developed in uniform. We are looking at gaining, training, and retaining talented Americans who want to serve our Nation.

Let me tell you a quick story about the type of Coast Guard members we have in our Service today. There are many harrowing stories of rescues at sea or of boardings of drug smuggling go-fast vessels.

This one is more discrete. The USCG TAMPA was heading to the Arctic with a stop in Greenland. Greenland is a location of strategic importance to the United States, and one our adversaries would like for themselves. On TAMPA was a young non-rated, meaning “not-yet-trained for her job” member. She was onboard as a public affairs specialist. The Coast Guard took a risk on her as she was not trained specifically for public affairs. But that is what she wanted to go to school for when the appropriate school opened up, she had a great attitude, and we took a risk and sent her on the trip. To be clear, she was one of the most junior people on that 270’ cutter and really could have just fallen by the wayside. Well, when in port in Greenland, which was pretty hard to get around due to COVID concerns, she came across a gentleman sitting a table. This young Coastie introduced herself and offered to buy this Greenlander a dinner. The gentleman accepted and they had a meal. You know who this young Coastie, living out our Core Values of Honor, Respect, and Devotion to Duty, purchased a meal for – the President of Greenland. This young non-rated person, showing the very best of my Coast Guard and our Nation, intended to purchase a native of another country a meal and ended up changing our relationship with Greenland. The President of Greenland had avoided many engagements with leaders given the challenging position Greenland was in internationally. He soon thereafter began engagements with the Commandant of the Coast Guard and several other leaders from the US. Wow.

We are looking for people who desire to make such impacts.....please share the word.

Thank you again for this honor to my Service and your Coast Guard. Thank you for being so welcoming to military families and supporting the many Coast Guard retirees who have chosen to stay or come back to Colorado Springs. God bless Colorado Springs, God bless the USCG, and God bless America.

RDML Regan Remarks
U.S. Naval War College
Center on Irregular Warfare and Armed Groups (CIWAG)
Exploring Our Maritime Strategies; Policy Recommendations for Our Future

Keynote Remarks Day 2

28 June 2023

30 min remarks, Q&A after

Newport, RI

Audience: Government and Registered Guests

Anticipated Audience: Naval War College & Association Members

Media: Open but not anticipated

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Primer Paragraph: *In a rapidly changing environment where strategic competitors possess the capability and intent to increasingly place the homeland at risk, USNORTHCOM stands ready to defend the homeland. The importance of protecting critical infrastructure and maintaining the ability to project power across the globe is rapidly evolving as kinetic and non-kinetic threats hold our homeland at risk through multiple domains. Only through a determined and focused whole-of-nation effort alongside our allies and partners can we protect the homeland, deploy the joint force and sustain the fight forward. Multiple efforts across the whole-of-government align strategic seaports and related intermodal system security and readiness, establish support agreements for response preparedness of maritime systems, and synchronize maritime homeland defense against all hazard threats. USNORTHCOM continues to deter strategic competitors through campaigning in order to maintain power projection capabilities and defense of the homeland.*

The intent of the remarks are to share the USNORTHCOM perspective to inform attendees of the changing strategic environment related to the homeland, the need to deploy from a contested homeland, and the opportunity for those who advice policy-makers to consider homeland issues more directly in their thoughts.

Opening Comments:

First I want to thank the Naval War College for the opportunity to represent the Commander of North American Aerospace Defense Command and United States Northern Command, General Glen VanHerck. USNORTHCOM's mission remains to defend our homeland – to deter, detect, deny, and defeat threats to the United States, conduct security cooperation activities with allies and partners, and provide defense support of civil authorities. General VanHerck has stated on multiple occasions that the world has changed and the security environment is the most complicated and potentially dangerous in the past 35 years.

It is great to be back in Newport and with the Naval War College from which I am a proud graduate. My father taught here and still wears his NWC sweater every day. As a Coast Guard officer, speaking at a Navy event, I am reminded of a story related to the 1957 Northwest Passage trip of the USCG cutters STORIS, BRAMBLE and SPAR's circumnavigation of the Arctic. In Seattle, the Coast Guard vessels, dubbed by Newsweek as - "three stubby little ships," were moored together and attached to Task Force 5 under the command of Rear Adm. Henry S. Persons, USN, the operational commander providing logistical support to the expedition.

The "stubby little ships" were designated as Task Unit 5.1.5, and operated under the command of Capt. Harold Wood, the skipper of Storis. Capt Wood, a stoic, pipe-smoking officer, was directed to visit Admiral Persons and arrived to the admiral's office as ordered with his fellow Commanding Officers. When the Coast Guard officers entered the room, Adm. Persons quipped that it was "good to have the Hooligan Navy here at the meeting."

Wood, in a laconic reply his officers would retell for years when speaking of him, answered “We don’t mind you calling us ‘hooligans,’ but it’s the ‘navy’ part that we find objectionable.”

Begin Comments:

This conference is focused on Irregular Warfare in the Maritime Domain looking specifically at several regions. I aim to make my remarks additive your considerations as you contemplate policy recommendations or other thoughts. We all know, and more people are becoming attuned to, the fact that we source our forward defenses from the homeland. As such, I would like to share with your USNORTHCOM’s perspective on the homeland’s risks to support forward actions.

Some caveats...I am a U.S. Coast Guard officer speaking on behalf of USNORTHCOM. As such, I share with you the USNORTHCOM perspective. Now, recognizing the perspective I am speaking from, I want to make clear that deterring conflict and managing escalation is a whole of government effort. For example, our partners in the U.S. Coast Guard who are conducting humanitarian and regulatory activities both at home and abroad such as the protection and security of the critical maritime transportation system and countering Illegal Fishing, are a key portion of our layered defense. Other inter-agency partners in the Departments of Homeland Security, Energy, Transportation – to name a few – all add to our resilience and thereby our deterrence. Our international partners who collectively strive for aligned objectives add to deterrence. General VanHerck is clear that our integrated approach to protecting the homeland is a multi-layered and multi-entity effort. Further, and as I will discuss, our ability to respond overseas begins in the homeland and the homeland can no longer be viewed as a uncontested region.

While the United States military remains the most powerful and professional force in history, and our alliances and partnerships provide

a vital strategic advantage over any potential adversary, it is clear that our competitive advantage is eroding. The successful defense of North America requires that we all move beyond outdated assumptions and plans that do not fully reflect competitor capability, capacity, and intent to threaten the homeland. Likewise, continued action is required to build enduring advantages and outpace the gains made by competitors around the globe. This will require the investment in modernization, the implementation of innovative processes, the prioritization of our personnel and improve civilian hiring practices, and increase agile decision making at all levels.

NORTHCOM's approach is to continually demonstrate to potential aggressors that an attack on our homeland will result in failure. We do that by demonstrating homeland readiness, responsiveness, and resilience and by displaying a range of kinetic and non-kinetic capabilities to defend the homeland. NORTHCOM's support of civil authorities and our security cooperation relationships with allies and partners are critical to integrated deterrence, as are NORAD's missions to provide aerospace and maritime warning and to defend the air approaches to North America.

This includes our cooperative work in the Arctic and the lower 48 states. It encompasses our partnerships with Canada, Mexico, and The Bahamas.

Today, strategic competitors, rogue nations, and non-state actors can and do strike institutions and critical infrastructure in the United States and Canada on a daily basis through non-kinetic means of cyber and information. Our competitors and potential adversaries, particularly the People's Republic of China (PRC) and Russia, continue to challenge the rules-based international order that has provided global stability and prosperity over the last seven decades. They seek to advance their interests and gain global advantages through political intimidation,

economic coercion, cyber and information operations, asymmetric attacks on infrastructure, and the direct threat or actual employment of military force. General VanHerck often emphasizes that our strategic nuclear deterrence triad is the foundation of homeland defense but it must also account for the conventional capabilities our competitors have fielded or are developing.

Strategic Environment Overview:

The PRC remains USNORTHCOM's long-term pacing challenge. Beijing continues its ambitious military modernization at an alarming pace. It would be naive to think their sprint to develop advanced cyber tools, maritime capabilities, and hypersonic technology has only regional applications, as the PRC continues to develop advanced long-range conventional and strategic capabilities and the infrastructure necessary to project military power at greater distances. Underpinning this growth is a rapid nuclear expansion that is on pace for the PRC to expand their nuclear stockpile from what DoD estimates is over 400 today to about 1,500 by 2035. While less observable, the PRC's aggressive efforts to exploit the information technology sector are accelerating an increasing threat to North America.

The PRC's aggressive actions in the Pacific in mid-2022 following Congressional visits to Taiwan illustrate how regional events create geostrategic ripple effects that can quickly reach our shores. The PRC's revisionist foreign policy includes global efforts to undermine the United States and bolster partnerships with U.S. competitors, including Russia.

PRC leader's rhetoric has taken operational form. In May 2022, the PRC and Russia conducted a combined bomber patrol over the Sea of Japan coinciding with the Quad Leaders' Summit in Tokyo. This bomber patrol was followed by a second bomber patrol in November 2022.

The cooperation is not confined to the air domain. PRC and Russian naval forces conducted a combined patrol in the fall of 2022 that covered 7,000 nautical miles in the Pacific, included a first-ever combined naval transit of the Aleutian Islands, and came on the heels of Xi sending scores of troops to Russia to participate in Moscow's largest annual military exercise. The USCG, in coordination with NORTHCOM, monitored the PRC – RUS patrols in a demonstration of our coordination in the maritime domain.

These actions are more than symbolic and demonstrate the PRC's growing power projection capabilities, which will likely encompass the Arctic in the next decade—a region the PRC is eyeing with its self-proclaimed status as a near-Arctic state.

USNORTHCOM continues to defend the United States every day against Russian aggression in all domains. Russia's brazen and unprovoked full-scale invasion of Ukraine in 2022 proved that Russia has the capability and capacity to inflict significant damage to infrastructure and other critical targets with its all-domain long-range strike capabilities. The meager performance of Russia's ground forces in Ukraine should not overshadow other capabilities it has showcased in Ukraine, including air- and sea-launched cruise missiles capable of striking North America, cyber activities, and economic coercion.

Concurrent with its war against Ukraine, Russia has also continued to conduct major military exercises and test developmental capabilities that will compound the threat to North America once fielded. In April 2022, Russia tested the massive SARMAT ICBM, a highly capable strategic weapon that helps reinforce the critical importance of a modern and reliable U.S. strategic deterrent. Meanwhile, Russia is testing its special mission Belgorod nuclear submarine, a modern platform capable of carrying the nuclear-capable Poseidon torpedo, designed to hold the homeland at risk by striking coastal targets from thousands of miles away.

The test of the Belgorod followed Russia's Arctic military exercise that included live-fire cruise missile launches designed to test Moscow's readiness for a conflict in the high north. Last fall, Russia added its first SEVERODVINSK-class conventional and nuclear capable cruise missile submarine to the Pacific Fleet, which poses a new challenge to our defense of the western approaches to North America. In October 2022, in the midst of elevated international tensions stemming from Russian threats to escalate its already brutal campaign in Ukraine, Russia chose to proceed with its annual strategic forces exercise, including demonstrations of multiple nuclear strike capabilities. Finally, in January 2023, a Russian GORSHKOV-class frigate transited the western Atlantic while armed with Tsirkon hypersonic cruise missiles.

Gen VanHerk's priority of escalation management cautions us not to see Russia's war against Ukraine as a limited regional crisis. Russia's actions increase the very real risk of miscalculation and the conflict's expansion beyond its current boundaries—scenarios that could rapidly increase the risks to North America and continental defense. If Russia should seek to compel allies to reconsider their support for Ukraine through escalatory actions or follow through with the desperate threats to use nuclear weapons in Ukraine, the risks to the Homeland would increase.

The Democratic Peoples' Republic of Korea (DPRK) tested more missiles in 2022 than any time in its history, showing that the regime will continue to prioritize military capabilities at the expense of needed food and pandemic relief for its people. Public reports of renewed nuclear test preparations further highlight the grave danger this regime poses to regional and global stability.

Iran has not shied away from pursuing malign global activities, including in North America; the regime continues to pose a significant threat to the United States, as well as our partners in the Central Command region. The August 2022 disclosure of an Iranian plot to assassinate a former senior U.S. official on U.S. territory illustrated the

brazenness of the Iranian government. The regime's decision to provide Russia with unmanned loitering munitions used to attack civilian infrastructure in Ukraine provides further evidence of Iran's embrace of destabilizing activity. A future decision by the regime to pursue an ICBM-class missile would add yet another threat vector capable of striking North America.

Transnational organized criminals in Mexico and the Western Hemisphere and the unrelenting violence they spawn and insecurity they creates, as cartels vie for control of lucrative illicit markets is something NORTHCOM remains attuned to. Cartels control fentanyl, cocaine and methamphetamine trafficking as well as other drugs, and are demonstrating the capability to use improvised explosives and small-unmanned aerial systems against Mexican security forces in Mexico, which will likely embolden the cartels and challenge our partners. USNORTHCOM supports our law enforcement and international partners in countering transnational criminal organizations in our area of operations, including with military partners in Mexico and The Bahamas. The partnerships with Mexican and Bahamian militaries are deepened to advance mutual goals, from upholding human rights to ensuring hemispheric defense

USNORTHCOM recently celebrated its 20th anniversary, which offered a reminder of the transnational challenges that have shaped the Command from its inception. Foremost is the enduring transnational terrorist threat to North America, led by Sunni extremist groups and their supporters in North America. The arrest in August 2022 of an ISIS-inspired individual in New Mexico who had surveilled a U.S. military base is a stark reminder that military facilities remain attractive targets to terrorists. More broadly, the Taliban's return to power in Afghanistan and violent extremist groups' ongoing presence in the region indicate a renewed threat to the region that we cannot discount.

In a bit of a switch from threats to a region, I do want to speak about the Arctic for a moment. Over 50% of NORTHCOM's area of responsibility is in the Arctic.

The ability of the joint force to operate and campaign in the Arctic remains a pressing concern for USNORTHCOM and NORAD. The PRC and Russia continue to invest in Arctic capabilities as both seek to increase presence and influence in the region while shifting the rules-based international order to their advantage. USNORTHCOM's priorities in the region continue to focus on increased presence, campaigning through joint training and exercises, and close collaboration with allies and partners.

Over the last year, USNORTHCOM and NORAD collaborated with USEUCOM, USINDOPACOM, USTRANSCOM, USSOCOM and the military Services while conducting joint exercises in Alaska, Greenland, and northern Canada. These demanding events expose Joint Force participants to the demands of the Arctic operating environment and help to reinforce the necessity of a force trained and equipped to survive in the extreme cold and remoteness that defines much of the region.

While the military Services' respective Arctic strategies acknowledge the importance of the Arctic and the need to develop the capabilities needed to operate and compete in the region, direct investment in Arctic-capable platforms, training, and infrastructure continues to lag. It is necessary that the Joint Force has the ability to compete, fight, and win in the Arctic in the coming years, and the time for investment in the required equipment, infrastructure, and training is now. The PRC and Russia have clearly demonstrated their intent to expand their Arctic presence and operations.

Recognizing my comments so far have been related to homeland defense, to round out this overview of USNORTHCOM, I would be remiss not sharing a bit on the mission NORTHCOM was founded – DSCA or Defense Support to Civilian Authorities.

USNORTHCOM often supports federal, state, tribal, territorial, and local (FSTTL) disaster relief efforts. These collaborative, whole-of-government efforts demonstrate national resilience that should reassure the American public, while also making clear to potential aggressors, that the United States routinely executes interagency domestic relief operations that allow our nation to recover quickly following even large-scale disasters. It is equally important for our partners to identify and address their capabilities and capacity gaps to fully perform the roles, missions, and operations under their authorities. This kind of response, particularly when it is accomplished with little or no military support, can generate a deterrent effect by casting doubt in competitors' minds about their ability to produce significant effects from an attack on the homeland.

As you see, today's challenges are global and all-domain. Today our strategies, plans, force design and development, and budgeting and acquisition must account for this. We must start with global end states, global risk, and global resources, articulated by the SecDef and our civilian policymakers. Rather than focusing primarily on kinetic defeat for defense of the homeland, we must get further left, balancing competition, crisis, and if necessary, conflict. Deterrence is established in competition by using all levers of influence, across all domains, globally. Most importantly, proper use of the information space reinforces the demonstrated will, capability, resiliency, and readiness to create doubt for any potential adversary in achieving its objective to attack the homeland.

Contested Homeland, Resiliency, and Maritime:

In crisis or conflict, potential adversaries will likely seek to interfere with the Department's ability to project power abroad. Disruptions of military and civilian transportation infrastructure in North America could impede the ability of the United States and Canada to project combat power. Candidly, homeland defense is a potential limiting factor to ensuring rapid and effective implementation and execution of global contingency plans.

Defending the homeland against an ever-growing array of kinetic and non-kinetic threats will continue to require a collaborative, whole-of-nation approach to assessing vulnerabilities and developing appropriate deterrence, denial, and defense strategies. Cyber risks to critical infrastructure remain a significant concern and a domain awareness gap. DoD is tasked only with defending defense networks, but military facilities and missions frequently rely on civilian lifelines such as energy grids, transportation infrastructure, and other critical infrastructure. USNORTHCOM, due to law and policy, has limited insight into potential risks to commercial networks, which could lead to uncertainty in planning for consequence management.

It may be informative to point out the mission of NORTHCOM in the cyber domain. General VanHerck has closely partnered with both DHS' Cybersecurity and Infrastructure Security Agency and DOD's Cyber Command to further understand cyber threats and anticipated impacts. NORTHCOM anticipates providing defense support of civil authorities in the event there are physical outcomes from a cyberattack, such as lack of potable water or fuel.

Broadly, NORTHCOM stands ready, if directed, to coordinate with interagency organizations, through DHS, to identify additional key critical infrastructure that must be defended.

The assumed operating model that we can project power globally from a safe and secure homeland no longer exists, and working in a contested power projection environment is a risk NORTHCOM and its partners

are addressing. In order to provide national leaders with timely and informed options, we must close the info-to-decision gaps when crises develop.

We continue to develop and refine the map of interdependencies required to sustain our critical infrastructure in a crisis, be that crisis man-made or natural. This means a designated portion of critical infrastructure may be listed as necessary for mission assurance, but secondary systems supporting that node are not similarly protected. Think of this as water supplies, power lines, roads, inland waterways, etc. supporting any given element of critical infrastructure.

We also need frameworks and pre-aligned approaches for decision-makers to make hard choices when crises arise. These two things are interdependent. Identifying critical nodes and their associated enablers will help refine the framework and spotlight missing nodes or exposed enablers. Our collective end-state is the safety and security of our citizens, the timely recovery of the infrastructure and enablers if attacked, and our sustained ability to flow forces from the homeland globally to defend our nation in any crisis.

Our cooperative approach requires DOD and industry together to share ideas and have the difficult conversations needed to defend the homeland. This requires the collective team to outpace our competitors, deter adversaries, and deny and defeat threats through all-domain awareness, information dominance, decision superiority, and global integration.

Those partners include groups such as the Maritime Administration-led National Port Readiness Network (NPRN), which works with the DOD-led Joint Preparedness Assessment Group to conduct periodic Interagency Underwater Port Assessments tailored to specific port complexes.

Related to capabilities, given our competitors' advanced maritime domain capabilities, GEN VanHerck has stated his support for investment in a modernized Integrated Undersea Surveillance System. These capabilities, in turn, will directly correlate to more time and options available to produce a favorable outcome for the United States.

Campaigning and What are We Doing:

The feasibility of every other Geographic Combatant Command's plans will require active campaigning in and from North America, and successful defense of the homeland is necessary to deter adversaries and assure allies and partners. Therefore, GEN VanHerck directed that USNORTHCOM prioritize homeland defense campaigning to demonstrate our readiness, capabilities, and resiliency. He is also operationalizing the commands to accelerate the flow of information from sensor to decision maker. Our competitors and potential adversaries have shown that they will hold the homeland at risk in a conflict, and USNORTHCOM is acting today to ensure homeland defense plans are understood, exercised, and resourced.

A strong homeland defense is the foundation of our nation's ability to project power globally while deterring aggression and achieving our strategic objectives in competition, crisis, and conflict. As such, every plan, exercise, and policy decision must consider the necessity of defending the homeland when evaluating competing demands for forces and threats to global campaigning. That, in turn, requires us to place greater focus on developing the depth, flexibility, advanced technologies, and supporting infrastructure required to respond to future challenges while addressing growing threats to the homeland.

Everything we do at USNORTHCOM as a warfighting combatant command is rooted in integrated deterrence and takes a whole-of-government effort to maintain resiliency. Together we can continue to advance our defenses against our competitors and adversaries to develop a more credible deterrent and more effective capability for our

homeland. Again, the key part of our deterrence is our ability to ensure our adversaries know that we are ready.

Conclusion

Homeland defense remains the core mission of USNORTHCOM.

As competitors develop greater capability, capacity, and intent to challenge the United States, Canada, and the rules-based international order, the greatest strategic risk for the United States stems from our own inability to adapt at a pace required by the changing strategic environment. In an era of incredible innovation and technological achievement, inflexible, outdated processes are a greater impediment to success than many of our competitors' capability advancements. We cannot continue to rely on Industrial Age practices and legacy platforms to compete in a digital age, and if we fail to evolve at the pace demanded by the strategic environment, our competitive advantage will continue to erode.

The need to move faster is clear. GEN VanHerck has focused his staffs towards increasing domain awareness, information sharing, and global integration necessary to ensure national leaders have as much time and as many options as possible. Our competitors continue to field capabilities specifically intended to strike with limited warning, which decreases the time and options available to national leaders in a crisis. Continuing to trust legacy processes and capabilities increases risk to the homeland and compounds the risk of miscalculation and inadvertent escalation.

Thank you for the opportunity to share the USNORTHCOM perspective and I hope this insight adds a useful layer of information to your collective discussions.

RDML Regan Remarks
26th Annual Space and Missile Defense (SMD) Symposium-
Space and Integrated Air, Missile Defense:
Meeting the Global Challenge

09 August 2023; 0830-0900 CDT

15 min remarks, no Q&A

Von Braun Center, Concert Hall Huntsville, AL

Moderated by: **BG (R) Robert McCaleb, Symposium Chair, Northrop Grumman**

Audience: Private industry, members of Congress, community leaders, academia, media, Federal officials across many agencies

Anticipated Audience: 200 attendees

Media: Yes

Word Count: **2554**

Version: 6 31 July 2023

Source: RDML Regan

Opening Comments:

Thank you, **Rob**, for that kind introduction. It is good to be in Huntsville; this is my first time in the “Rocket City” and my first opportunity to attend this premier event where we can discuss space and integrated air and missile defense.

On behalf of General VanHerck, the commander of North American Aerospace Defense (NORAD) Command and U.S. Northern Command (USNORTHCOM), I would like to thank you for the opportunity to participate in today’s discussion.

To our sponsors, especially the premier sponsor and all our industry partners that organize and host this symposium every year, thank you. It is commendable to bring together an event of this size with many professionals across the industry, the community, and federal agencies.

I have been at USNORTHCOM for about a year now, and defending the homeland is a “no-fail mission” and a top priority for General VanHerck. You might be asking yourselves – “why is a Coast Guardsman giving these remarks?” I tend to think that GEN VanHerck calls upon his Coastie Flag Officer when the issues are the most complex and most challenging. My Service will tell you that the Coast Guard has conducted air defense operations in its long history.

In addition to the air defense your Coast Guard performed throughout convoy and landing operations in several conflicts, I want to share a story about Pearl Harbor. You'll have to bear with me for a moment; I love to tell sea stories, especially being surrounded by Army officers.

On December 7th, 1941, at 0755 hours, the U.S. Coast Guard cutter *Taney* was moored at pier six in Honolulu harbor, and its mission was to escort convoys in the Pacific. Five weeks before the attack that day, the Coast Guard was placed under the US Navy as is allowed in times of crisis.

When the first wave of Japanese aircraft appeared over the island, *Taney's* crew went to general quarters and prepared to get underway. Once the second wave hit the island at 0900 hours, *Taney* fired on three formations of scattering enemy aircraft with 3-inch guns and 50 caliber machine guns concentrated against high-altitude bombers and Japanese Zero fighters. The Coast Guardsmen and crew of the *Taney* performed admirably that day, defending the homeland from aerial attack.

As such, I offer to you that the Coast Guard has honorably conducted air defense operations in defense of the homeland.

Begin Comments: Source: CDR's HSAC Statement 2023:

General VanHerck has repeatedly stated that the world has changed, and the security environment has been the most complicated and potentially dangerous in the past 35 years. This year's symposium theme - *Space and Integrated Air, Missile Defense: Meeting the Global Challenge*, is relevant and perfectly timed as we mature our global approach to IAMD. My remarks will be additive to this conversation on the global challenges related to IAMD.

My approach with you today is to start with the USNORTHCOM and NORAD perspective of risks and threats to the homelands. Then, I will share USNORTHCOM's perspective on an Integrated Layered Defense

and how a Global approach to IAMD supports the defense of the homeland.

Strategic Environment:

Integrated deterrence is the principal approach to defending the homeland. We are at an inflection point during a decisive period in which the United States (U.S.), for the first time in our Nation's history, is facing two major nuclear powers; we must adapt now to be successful in the future. We must prioritize the rapid development of future capabilities and advantages while simultaneously deterring effectively today. Forums like this are critically important to address those challenges in our strategic environment.

Source: [National Military Strategy-NMS & National Defense Strategy- NDS]

Source: *HSAC 2023 Posture hearing and SASC USNORTHCOM and USSOUTHCOM 24 March 2022 Posture Hearing*

Today, strategic competitors, persistent threats and non-state actors can and do strike institutions and critical infrastructure in the United States and Canada on a daily basis through non-kinetic means of cyber and information. The strategic environment remains complex and dynamic, which challenges homeland defense. Our competitors and potential adversaries, particularly The People's Republic of China (PRC) and Russia (RUS), continue to challenge the rules-based international order that has provided global stability and prosperity over the last seven decades. Our strategic competitors and potential adversaries possess the capability and intend to hold the homeland at risk. We know the homeland is no longer a sanctuary. Our strategic nuclear deterrence is the foundation of homeland defense but it must also account for the conventional capabilities our competitors have fielded or are developing.

Source: *RDML Regan*

I want to mention three persistent threats that I will not delve into, but are important – Violent Extremist Organizations, Drug Trafficking Organizations, and Cyber threats. NORTHCOM works with

interagency stakeholders on these topics and they warrant a different discussion, but for today, I will not spend time on them.

Source: CDR's HSAC Statement 2023.

While the United States military remains the most powerful and professional force in history, and our alliances and partnerships provide a vital strategic advantage over any potential adversary, it is clear that our competitive advantage is eroding. The successful defense of North America requires that we all move beyond outdated assumptions and plans that do not fully reflect competitor capability, capacity, and intent to threaten the homeland. Likewise, continued action is required to build enduring advantages and outpace the gains made by competitors around the globe. This will require the investment in modernization, the implementation of innovative processes, the prioritization our personnel and improve civilian hiring practices, and increase agile decision making at all levels.

NORTHCOM's approach is to continually demonstrate to potential aggressors that an attack on our homeland will result in failure. We do that by demonstrating homeland readiness, responsiveness, and resilience and by displaying a range of kinetic and non-kinetic capabilities to defend the homeland. NORTHCOM's support of civil authorities and our security cooperation relationships with allies and partners are critical to integrated deterrence, as are NORAD's missions to provide aerospace and maritime warning and to defend the air approaches to North America.

Source: HSAC 2023 Posture hearing

Air and missile threats are continually evolving and becoming increasingly more complex. The PRC remains the long-term pacing challenge. The PRC continues to develop advanced long-range

conventional and strategic capabilities necessary to project military power at greater distances. The PRC continues to build and test hypersonic maneuvering systems designed to challenge our ability to provide threat warning and attack assessment. Underpinning this growth is a rapid nuclear expansion that is on pace for the PRC to expand their nuclear stockpile from what DoD estimates is over 400 today to about 1,500 by 2035. While less observable, the PRC's aggressive efforts to exploit the information technology sector are accelerating an increasing threat to North America

In 2022, the PRC and Russia conducted combined patrols in both the maritime and air domains. PRC and Russian naval forces conducted a combined patrol in the fall of 2022 that covered 7,000 nautical miles in the Pacific, included a first-ever combined naval transit of the Aleutian Islands, in close proximity to strategic missile defense assets. The U.S. Coast Guard (USCG) in coordination with USNORTHCOM monitored the PRC – RUS patrols in a demonstration of our coordination in the maritime domain. These actions are more than symbolic, demonstrating the PRC's growing power projection capabilities, and close cooperation with Russia.

The PRC's high altitude balloon (HAB) incursion into our national airspace this past winter was a significant event that shined a light on the PRC's brazen intelligence collection against the United States. It was the first time NORAD & USNORTHCOM conducted an engagement over the United States in our history, and it made it clear that our competitors have the capability and intent to reach the homeland.

USNORTHCOM continues to defend the United States every day against Russian aggression in all domains. Russia's unprovoked full-scale invasion of Ukraine in 2022 proved that Russia could inflict significant damage to critical infrastructure with its all-domain long-range strike capabilities. For the first time, Russia employed its KILLJOY air-launched hypersonic missile in combat. In January 2023, a Russian GORSHKOV-class frigate transited the western Atlantic while

armed with its advanced TSIRKON hypersonic cruise missiles, which poses an acute threat to our homeland along our Eastern approach.

In April 2022, Russia tested the massive SARMAT Inter-Continental Ballistic Missile (ICBM), a highly capable strategic weapon that reinforces the critical importance of a modern and reliable U.S. strategic deterrent, which remains the foundation of homeland defense.

Meanwhile, Russia is testing its special mission BELGOROD nuclear submarine, a modern platform capable of carrying the nuclear-capable POSEIDON torpedo, designed to hold the homeland at risk by striking coastal targets from thousands of miles away. Last fall, Russia added its first SEVERODVINSK-class nuclear powered cruise missile submarine to the Pacific Fleet, which poses a new challenge to our Western approaches to North America.

Iran has not shied away from pursuing malign global activities, including in North America; the regime continues to pose a significant threat to the United States, as well as our partners in the Central Command region. The August 2022 disclosure of an Iranian plot to assassinate a former senior U.S. official on U.S. territory illustrated the brazenness of the Iranian government. The regime's decision to provide Russia with unmanned loitering munitions used to attack civilian infrastructure in Ukraine provides further evidence of Iran's embrace of destabilizing activity. A future decision by the regime to pursue an ICBM-class missile would add yet another threat vector capable of striking North America.

The Democratic People's Republic of Korea (DPRK) tested more missiles in 2022 than at any time in its history, with 65 missile tests that included long-range nuclear-capable missiles. Additionally, the DPRK tested a new solid propellant ICBM that can likely reach the entire homeland. Public reports of renewed nuclear test preparations further highlight the grave danger this regime poses to regional and global stability.

The DPRK remains a persistent threat to the homeland through its pursuit of advanced missile technologies and nuclear capabilities. These advancements are incredibly concerning and underscore the importance of fielding the Next Generation Interceptor (NGI) as soon as possible, a top priority for General VanHerck.

As you see, today's challenges are global and all-domain. Today our strategies, plans, force design and development, and budgeting and acquisition must account for this. We must start with global end states, risk, and resources. Rather than focusing primarily on kinetic defeat for defense of the homeland, we must get further left of launch in our approach. Integrated deterrence is established in competition by using all levers of influence, integrated across all domains, globally. Most importantly, proper use of the information space and credible presence reinforces the demonstrated will, capability, resiliency, and readiness to create doubt for any potential adversary in achieving its objective to attack the homeland.

Integrated Layered Defense:

To meet the challenges, an Integrated Layered Defense is needed to protect our homelands from persistent and acute threats from today's competitors and potential adversaries. This integration must be global in scope, layered geographically, and starts in the forward theaters.

More specifically, the protection of the North American homeland starts forward with the responsible Combatant Command in close coordination with our allies and partners. This forms a critical forward layer in a credible integrated layered defense. NORAD and USNORTHCOM, in conjunction with other combatant commands, allies, and partners, conduct integrated and all-domain continental defense in the approach layers. Finally, the combined joint force capability integrates with the whole of government to defend the homelands layer.

Integrated Layered Defense is a concerted effort to accomplish multiple tasks across multiple domains, focusing on globally integrated domain

awareness and information dominance to achieve decision superiority. We must be able to inform the rapid, agile decisions required of senior leaders in this dynamic and complex strategic environment. Our competitors continue to field capabilities specifically intended to strike with limited warning, which decreases the time and options available to senior leaders in a crisis. USNORTHCOM is working urgently to increase all domain awareness, information sharing, and the global integration necessary to ensure leaders have as much time and options as possible.

All Domain Awareness (Sensors):

General VanHerck's primary principle is domain awareness, and we are progressing in this area. Active defenses must have a robust sensor architecture to accurately acquire and track threats to the homeland.

We anticipate the Missile Defense Agency (MDA) to plug in the Long Range Discrimination Radar (LRDR) into the operational architecture in 2024. Later this year, LRDR will participate in an operational flight test and finalize acceptance requirements. Development of LRDR software will continue to enhance tracking and discrimination, hit assessment, space domain awareness (SDA), space-intelligence data collection, and modeling and simulation capabilities. Following operational fielding, LRDR will support the Ground-based Midcourse Defense (GMD) capability against long-range missile threats. MDA recently fielded a key software upgrade to integrate LRDR and the Ballistic Missile Defense System Overhead Persistent Infrared (OPIR) Architecture (BOA) to bring a prototype hypersonic missile tracking capability into full operations within the Missile Defense System (MDS). This rapid capability development along with improvements to Command, Control, Battle Management and Communications (C2BMC) significantly expands capabilities of the missile defense system.

We need to continually optimize our sensor network and investigate the possibility of select sensors contributing to overlapping mission areas. We need to continue to explore the possibilities of existing and future sensors contributing to expanded domain awareness and hypersonic

tracking. It is imperative that we incorporate, fuse, exploit, and leverage every bit of information regardless of source and distribute as needed to the Joint Force and select partners.

To maintain domain awareness, ensure integrated threat warning, and attack assessment to national leadership, the United States and Canada must continue to move swiftly to field Over the Horizon Radar (OTHR). OTHR is a proven and affordable technology that will ensure our ability to detect threats from surface to space in the approach layers to North America. We continue to work diligently in determining the optimal locations for these assets. Ultimately, our goal with these radars is to detect threats at ranges that allow senior leaders decision space before threatening or impacting critical infrastructure or assets.

[FY23 Consolidated Omnibus Appropriations Act (P.L. 117-328)]

Information Dominance/Decision Superiority (Deciders):

In addition to the investment in OTHR, USNORTHCOM has also demonstrated the potential for linking existing platforms and sharing data with multiple commands, interagency and international partners. By sharing data previously trapped in bureaucratic and organizational stovepipes through innovative programs like Pathfinder, Northstar, and the Global Information Dominance Experiments (GIDE), we have proven that it is possible to rapidly improve domain awareness and streamline global information sharing without the costs associated with fielding exquisite new capabilities.

Decision Superiority (Effectors):

Ground-Based Interceptors (GBIs) continue to undergo a Service Life Extension Program (SLEP) to improve the fleet. In parallel, MDA continues to upgrade the ground system infrastructure, communications network, fire control system, Warfighter training systems, and missile fields to improve the reliability, capability, cybersecurity, and resiliency of the GMD weapon system. We look forward to an intercept flight test later this year demonstrating the capability of a 2/3 stage selectable booster for the GBI, which could expand our battlespace.

MDA will deliver the Next Generation Interceptor (NGI) by 2028 or sooner, and the NGI will feature multiple kill vehicles to possibly reduce the number of interceptors required to defeat a single ballistic missile threat to the homeland.

Globally Integrated Air and Missile Defense (Global Integration):

To sum up, we are in a new era. An era characterized by incredible innovation and technological achievement, which includes the ever-increasing proliferation of advanced air and missile threats. It is imperative to tackle this challenge with a unified and integrated approach. The world we inhabit is interconnected like never before and threats are trans-regional. Threats that impact one region's airspace can have far-reaching consequences for us all. Therefore, a comprehensive, cooperative, and globally integrated approach to air and missile defense across combatant commands is needed to safeguard our shared skies. To counter these trans-regional threats, we must transcend traditional boundaries and forge an integrated layered defense capable of defeating emerging threats swiftly and effectively.

I have highlighted several capabilities that are a step in the right direction, but the critical question is what is next? The theme of this year's symposium is well chosen, as the challenges associated with *globally integrated* IAMD are numerous. We know that our competitors and adversaries will continue to advance by developing emerging technologies and capabilities. We also know that a bullet-for-bullet strategy in the future is fiscally not possible – we simply cannot afford to continue to try to match the ever-increasing threat by kinetic means alone.

Essential to a globally integrated layered defense is utilization of advanced technologies such as Artificial Intelligence (AI), Machine Learning (ML), and Quantum Computing. These innovations can revolutionize our domain awareness by enabling us to dominate the information space and increase our ability to process vast amounts of data, predict emerging threats, and optimize our response options.

Ultimately, this will lead to decision superiority for our senior leaders by increasing both decision space and options.

We should continue to pursue the development of non-kinetics such as directed energy, lasers, electronic attack and high-powered microwaves as a cost effective means to complement our kinetic active defenses. We need to move past the myopic focus on kinetic endgame defeat and comprehensively explore non-kinetic means and passive defenses like resiliency to expand our options for senior leaders with decision space necessary to deter, deny, and, if necessary, defeat threats to our homelands. A globally integrated layered defense is the end state and the best approach to defend our homelands.

As we continue developing innovative capabilities, we must employ new systems as part of an integrated deterrence framework using all instruments of national power. This includes diplomacy at the forefront and advancing cross-domain capabilities of allies and partners to ensure the costs and risks of adversary aggression remain disproportionate to any conceivable benefit.

New capabilities must include conventional kinetic attack operations, directed energy and electromagnetic attack, cyber, and special operations activities. Each new capability could alleviate the reliance on kinetic active defenses. Future material solutions should include a common, scalable, interoperable, baseline architecture with a global integrator that develops, tests, and fields within the joint force.

Conclusion:

I appreciate this opportunity to share GEN VanHerck's perspective. Our pacing threat, the PRC, and the proximate threat – Russia, and those other actors who look to go against the accepted international order remain focused to gaining advantage over us and our allies and partners. Together we can continue to advance our defenses against our competitors and potential adversaries to develop a more credible deterrent and defend our homelands.

I hope this insight adds to the collective discussions ongoing this week on meeting the challenges of globally integrated air and missile defense.

I thank each and every one of you for what you do for our nation, especially those in uniform who directly contribute to defense of the homeland and protect our great nation, our way of life, and our fellow citizens.

Unfortunately I am unable to stay around for questions, but the true experts, COL Short and XXXX of the NORTHCOM team will be here for the rest of the conference. Please bump into them if for nothing else to thank them for their service to our nation.

Ladies and gentlemen, thank you for joining us today for this fantastic inaugural Coast Guard Ball for the great state of Colorado. Before I go too far, let us all show our appreciation to CDR Fawcett and the great crew of the Coast Guard Cryptologic Unit Colorado, for having the initiative, leadership, fortitude, and logistical expertise to coordinate such a fantastic event, **and an especial thank you to IS2 Dillon Dorn as the overall project officer for making tonight possible.**

Thank you to the venue for the great work setting up and serving our drinks and meals. Very well done.

Thank you to the color guard and honor guard. Your professionalism is inspiring and makes me stand a bit straighter with pride.

Either Mark Twain or Abe Lincoln once told a tale that while walking down a lane one day they came upon a fence line. On one fence post was a turtle. When asked “how did that turtle get itself up on that post.” The reply came “I am not sure, but clearly it didn’t get there by itself.” I ask the crew from the Colorado Coasties to stand up and receive our appreciation for your sponsorship and support. Thanks to Master Chief and our extended Coast Guard team that has put down roots in Colorado Springs.

It is a fantastically great honor to have with us some remarkably important guests:

- Ms. Seidel (*Sigh-Dell*) NSA - Colorado Site Director
- Capt Medica - CO CG CG
- Capt Bender - CO Sector Upper Mississippi River
- Col Swigert – **Commander, Space Delta 7, Intelligence Surveillance, and Reconnaissance** – Thanks for lending our Nation and the Coast Guard your son Riley, who is a great member of the CG Crypto team here in Colorado
- CMC Burns - D8 CMC
- CMC Torrey - CG CMC
- Senior Chief Knapp - Sector Upper Mississippi River CMC

There are two other groups of special guests here today. First, thanks to those spouses, family members, friends, and family who join us. You are the unpaid patriots of our

nation. You travel with, worry about, and listen to our servicemembers.....you out up with all out of love of your servicemember and of our nation.

Thanks also to **Mr. Dan Smith**, from “Hiring Our Heroes” **who also happens to be a proud Coast Guard Veteran and Coast Guard spouse**. The community which we serve is critical to the success of our nation and our military. Thank you for all you do for supporting our Coast Guard while on duty and when they transition back to civilian life.

Today’s event, a first for the Coast Guard in Colorado, is a celebration of the world’s best Coast Guard. As we know, the United States Coast Guard is simultaneously a military service, the world’s premier maritime law enforcement agency, and experts in search and rescue.

We all know that there is no task too daunting for a member of our Coast Guard. BOSN Warrant Alston Wilson, during the Great New England Hurricane of 1938 predicated the current excellence of our crew when he stated: “I know what you’re thinking. The three of us will probably die trying to save one guy who will die also. Get in the boat—we have a job to do.”

The Coast Guard continues to “go into the storm” in more ways that the BOSN may have ever imagined.

The United States has over 95,000 miles of coastline and rivers. This expanse is protected by the 42,000 men and women of the Coast Guard, - active duty, reserve, auxiliary and civilians. In a typical day, our Coast Guard saves 10 lives, conducts 45 search and rescue missions, protects \$1.2 million in property, seizes 1,000 pounds of illegal narcotics, and conducts 57 patrols and 24 boardings. We protect Presidents when they are near the water and provide aviation security above Washington DC in our NORAD role. Coast Guard personnel are key to the security of the US maritime system, help get it restarted when there is a hurricane or other man-made or natural disaster, and ensure the ships that sail the seas are safe. There are active duty and reserve members who enhance NORAD and NORTHCOM’s planning and execution of homeland security and homeland defense responsibilities every day. The very important members of team CG Crypto Colorado often surprise others when they find out that crews not only live this far from the oceans but are leading the joint community in their specialties. Let’s not overlook the CG Auxiliary crews who work here in Colorado providing boating safety and awareness classes to our citizens – protecting lives and enhancing our national security every day.

Today’s Coast Guard is a world-wide organization. We are the recognized model of maritime law and order. As such, Coast Guard vessels promote safe and legitimate

maritime operations around the world. We are in the western Pacific helping partner nations protect their own waters. We are in the Arctic ensuring our natural resources are protected. We are in the Caribbean and eastern Pacific saving lives and intercepting drug smugglers at sea. We are in Bahrain enabling peace and security in the Arabian sea. And we are off the west coast of Africa and south America highlighting and bringing awareness to Chinese and other nation vessels who are stealing fish from the oceans at incredible rates.

Let me put on my USNORTHCOM hat on for a moment. GEN VanHerck, the Commander of USNORTHCOM and NORAD correctly notes that the world has changed. Our homeland is no longer a place of refuge. Our adversaries put our nation at risk and are opposed to our way of life, our freedom. This is not a message of fear nor of alarm – it is a message that we all must recognize and adapt to the new world we face. The Coast Guard is very proud to be a member of the joint force – in field operations, cyber, the intel community, and elsewhere – to protect our fellow citizens. We all serve the same Constitution – let me remind us all that we swear allegiance to the Constitution and no other entity – and we partner in very effective ways. The CG Crypto group is a clear example of this partnership and impact. Our cooperative ability to deter aggression, support the international rules-based order, be resilient at home, and ensure our adversaries know that we can see their action, that their activities will not work, and we are ready – as a nation – to respond.

We are thankful to the Congress and to our fellow citizens who are providing Coast Guard men and women the best technology possible with new ships, aircraft, technology and training. Candidly, our biggest risk is finding quality citizens to join my great Service. Our Commandant, ADM Linda Fagan, the first woman to serve as a military service chief in the Nation's history and someone whose first Flag assignment was here in Colorado Springs, is focused on ensuring people know about the opportunities in the Coast Guard and then, once people are in, retaining them to serve for a long career. We also have USCG astronauts in the NASA program and Coastguardsmen deploying with Special Operations forces around the world, as well as some of the best trained cyber-warriors our nation has developed in uniform. We are looking at gaining, training, and retaining talented Americans who want to serve our Nation.

Let me tell you a quick story about the type of Coast Guard members we have in our Service today. There are many harrowing stories of rescues at sea or of boardings of drug smuggling go-fast vessels. This one is more discrete. The USCG TAMPA was heading to the Arctic with a stop in Greenland. Greenland is a location of strategic importance to the United States, and one our adversaries would like for themselves. On TAMPA was a young non-rated, meaning “not-yet-trained for her job” member. She was onboard as a public affairs specialist. The Coast Guard took a risk on her as

she was not trained specifically for public affairs. But that is what she wanted to go to school for when the appropriate school opened up, she had a great attitude, and we took a risk and sent her on the trip. To be clear, she was one of the most junior people on that 270' cutter and really could have just fallen by the wayside. Well, when in port in Greenland, which was pretty hard to get around due to COVID concerns, she came across a gentleman sitting a table. This young Coastie introduced herself and offered to buy this Greenlander a dinner. The gentleman accepted and they had a meal. You know who this young Coastie, living out our Core Values of Honor, Respect, and Devotion to Duty, purchased a meal for – the President of Greenland. This young non-rated person, showing the very best of my Coast Guard and our Nation, intended to purchase a native of another country a meal and ended up changing our relationship with Greenland. The President of Greenland had avoided many engagements with leaders given the challenging position Greenland was in internationally. He soon thereafter began engagements with the Commandant of the Coast Guard and several other leaders from the US. Wow.

The Coast Guard members in this room – as well as those standing the watch – are the best salespeople of our Service and ADM Fagan counts on each of us to be the very best representatives of our Service. It also helps that you get \$500 per new recruit that you inspire to go to boot camp. NICE!

Let me conclude my remarks with some focus on our fantastic hosts, the CG Crypto Group. I share with you a very important and not well known history from which these fantastic members are derived.

In the mid-1920s, the Service's entire Cryptanalytic Unit consisted of a codebreaker and a clerk. The only tools available to that codebreaker, Mrs. Elizebeth Smith Friedman, were a pencil and paper. In 1921, Elizebeth Friedman and husband William began working as analysts for the U.S. War Department. During the 1920s, Prohibition was the law of the land. Coast Guard assets and personnel stationed on America's shores, lakes and inland waterways would perform the unenviable enforcement mission for a newly established Bureau of Prohibition.

In 1924, the service established the Coast Guard Office of Intelligence. Mrs. Friedman was convinced to return from her retirement to decipher coded messages from the rum runners. Her return made her the Coast Guard's first codebreaker. She was an expert in radio direction finding, the star witness in cases against mafia kingpins, and was a national-recognized leader in cryptology. She countered Chinese opium rings, and gun smugglers impacting the US and Canada. She tracked German ships pre-war and was one of the first Americans to break the vaulted "Enigma" code giving the allies insight into German naval activities. If you don't believe me, search for the declassified documents which are stamped at the bottom, "CG Decryption." She was handpicked

to start the crypto group for the Office of Strategic Services during the war. Mrs Friedman's impact reduced the effectiveness of the Nazi's and protected the world from their tyranny.

Mrs. Elizebeth Friedman devoted much of her adult life to serving the security interests of the United States. She served the Coast Guard for nearly 20 years, playing a vital role in saving lives, enforcing laws, fighting fascists and establishing a robust intelligence capability within the service and Federal Government as a whole. The "Legend"-Class National Security Cutter (WMSL-760) will be named in her honor. The CG Crypto unit Colorado clearly and unequivocally is continuing the legacy of this remarkable person.

Thank you again for this honor. God bless the great state of Colorado, God bless the USCG, and God bless America

**Remarks of RDML Sean Regan
To
Chief Petty Officer Academy Class 295 Dinner
28 April 2023**

Thank you for the warm welcome and undeserved introduction. It is truly a privilege to be here. When CMC Royes reached out and offered this opportunity I was taken aback with the honor. Thank you greatly for giving me a few moments to share with you some thoughts and my advice as you return to the field as "The Chief."

It is great to see some remarkable leaders here today. Great to see you _____. Thanks for your continued and enduring support to sustain the legacy of "The Chief."

It is fantastic to see our allies and partners in the room. As we look at our advantages in the ongoing global competition against those who want to re-do the world order...at the national level, our partnerships and collective efforts makes us stronger. At the deck plate level, the PRC and Russians do not yet have a core of middle leaders who know both technical and tactical skills necessary to adjust to crisis. The US Air Force has a remarkable senior enlisted corps as does our close friends in the Philippines. This...you...are our competitive and asymmetric advantage. Our strong partnerships are critical for maintaining the way of life of our great nations

Welcome to our guests and thank you for the support to your Chief and the Chief's Mess. Some significant others are with us today and others could not make it. On behalf of ADM Fagan, ADM Poulin and the rest of the Coast Guard officer corps, thanks for being the unpaid patriots of our nations. We serve to defend the Constitution for the benefits of our family, friends, and fellow citizens.....thanks.

Let me tell you a few stories of what it means, to me, to be a Chief....first, with humor. Eleven people were dangling below a helicopter on a rope. There were ten Officers and one Chief. Since the rope was not strong enough to hold all the eleven, they decided that one of them had to let go to save all the others. They could not decide who should be the volunteer. Finally the Chief bellowed over the din of the aircraft rotors that she would let go of the rope since Chiefs are used to doing everything for the Service. They forsake their family, don't claim all of their expenses and do a lot of overtime without getting anything in return. When she finished this moving speech all the Officers began to clap.

The moral of the story is to never underestimate the powers of a Chief.

The influence you hold....the duty you have....is critical as The Chief. Welcome to the point in your career where there is no one "up to blame". Remember when we were all junior and "they" were the problem. "They" had bad policies. "They" are bad leaders. "They" don't know what is going on. We Chief's ... Welcome to the "They". All eyes are on you now and you need to be the very best you can, every day, in every way. The old saying about morals and ethics of "can you look into your own eyes in the mirror" still exists though the wide-spread availability of information, data, and such makes all eyes

on you in all cases. Know this! This does not mean that you should change or be different, rather be the leaders you have risen to be and that we need knowing that you are a constant example of our Service, our communities, and our Nation.

As Chiefs you lead up as well as down. Does anyone here know Master Chief Darrick Dewitt? He started as an Army Ranger, joined the Coast Guard, went to sea on HARRIOT LANE, became a TACLET and MSST leader, started the ME rating, served more years as a CMC to Flag officers than I spent as a Captain. He continues to serve as a member of the LANT operational forces staff. He is a remarkable American. He remains a mentor who guides me every other week as we touch base, but a guidepost I use to add another layer on the "am I doing right" self-examination. Well, when Master Chief Dewitt was the CMC when I was in command of MSRT E, he shared two key things with me that you might find useful. The first, we would grab a cup of coffee every day. There were three ways to get coffee: first, the base ghee dunk about 2 mins from our office.....when CMC wanted to just have coffee with the Captain we went to the ghee-dunk.

The next location was a Dunkin Donuts about 15 mins away. When CMC suggested that Dunkins I knew there was something going on in the Command that he needed to get me aligned on.

Now, there was a Dunkin Donuts about 45 mins away.....let me tell you..when CMC Dewitt, in is gravelly voice said "Sir, we're going to the Greenbrier Dunkins".....it was time for him to help the Captain "fix himself". Every trip made me better....those trips helped me help others.

Let's be clear Chief's. It takes something akin to an act of Congress to take that anchor off your collar. That means you rightfully have "made it". In doing so, it is your duty to be "The Chief" and be the one who speaks truth to power. You are the standard keeper. Yes, you are technically skilled in your trade....but be clear...that anchor has no special ME, BM, IS, OS, CS, etc marking. You are a leader across every aspect of the Service. You have a network of Chiefs to rely on. You are part of a kinship that must uphold the honor of our Service, of our traditions, and of our high honor of servicing. I get a sense of "Blah" in our Service at times. I am not sure why that is..... if you pressed me, it is because we focus on quals, and certs, and advancement, and the such. Our Service to our Nation is an honor and is fun. Every one of us is critical to the success of that SAR case, that cyber-attack stopped, that cutter's patrol, to that oil spill being cleaned, to that hurricane being responded to.....EVERYONE of you. Our Coast Guard is about operations and those operations require the closest partnership between those in the field and those enabling the mission to succeed. I ask you to help me continue to highlight our collective success and collective need to do our very best.

You also protect your crews. You are the ones who need to take warranted risk in both your efforts and operations. You need to train and challenge them to be better. You need to teach them to learn on how to identify, mitigate, and assume risk. Sometimes it means being very candid. A bit of an aside, I strongly encourage you all to fully participate in CCTI. It will teach you about yourself and about how to manage risk in your multitude of responsibilities.

Again, I was the CO of MSRT E. I was the new CO and had a great policy that I wanted to implement. I walked into the CMC's office, showed him this remarkable policy paper that was going to have the crews

do something more or different...I can't recall. Master Chief Dewitt said "Thanks sir, I'll get right on that." He turned around and added my two page policy to a stack of manuals, documents, and other paperwork behind his desk. This pile was literally 4 feet high. He then went on typing as I started to leave. Of course, I turned around and asked him "CMC, are you going to do anything with that policy?" He replied, "Yes sir. I have added it to the pile of stuff you and the Coast Guard demand my enlisted crews learn, read, know, etc." His point was immediate....he taught me a clear lesson and that it was my job to be aware and his job to protect. He knew my policy was not a game-changer. He knew he and the Chief's Mess could get to my intent without more paper. As Chief's you need to be ready to do the right thing, even if hard. You know what my "Command Vision" has been at both of my commands? It is simple.... The vision for my crews is: "Honor, Respect, and Devotion to Duty". Of course I explained to my crews what those things mean to me and how I wanted the accomplished: honor your job, your crew, your family, your gear. Respect your job, your family, your gear....your get it. My CMC helped me with that. He taught me to not add more burden to my crews that wasn't necessary or helpful.

One last story, taken from a speech given by a former President. He spoke of dedication to our Nation and to our duty. The following is a quote that in general (I can share the specific President later if you want), regards the sacrifices of those military members, including Coast Guardsmen who went before us. These views remain valid today and their principles directly reflect on your duties as you cast off into your new leadership journey onto your next milestones. The President spoke of those lost when he stated:

"Their lives ended in places called Belleau Wood, The Argonne, Omaha Beach, Salerno, and halfway around the world on Guadalcanal, Tarawa, Pork Chop Hill, the Chosin Reservoir, and in a hundred rice paddies and jungles of a place called Vietnam.

Under one such marker lies a young man, Martin Treptow, who left his job in a small town barbershop in 1917 to go to France with the famed Rainbow Division. There, on the western front, he was killed trying to carry a message between battalions under heavy artillery fire.

*We're told that on his body was found a diary. On the flyleaf under the heading, "My Pledge," he had written these words: **"America must win this war. Therefore I will work, I will save, I will sacrifice, I will endure, I will fight cheerfully and do my utmost, as if the issue of the whole struggle depended on me alone."***

The President continued with words that still ring true today:

"The crisis we are facing today does not require of us the kind of sacrifice that Martin Treptow and so many thousands of others were called upon to make. It does require, however, our best effort and our willingness to believe in ourselves and to believe in our capacity to perform great deeds, to believe that together with God's help we can and will resolve the problems which now confront us."

I share this story with you to provide insight into the ethic, approach, day-to-day effort I try to give and that I hope you give and inspire you to do the same in yourselves and in your crews. We as leaders must see beyond the immediate and find opportunity, mitigate risk, enable our fabulous crews, and advance our collective efforts across EVERY mission.

You are Coast Guard Chief Petty Officers. You are the backbone of our Service. You are our Nation's strength in crisis, bulwark against laziness, and the holders of our continued success.

In conclusion, in August 2012, while service as the Deputy Commander at Sector Southeast New England, I was attending an all hands honoring the advancement of Senior Chief Ronny German to Master Chief. This occurred on the day before my promotion to Captain. I had always worked hard to become a Captain because my father, Captain Paul Regan (USCG Ret) to my knowledge not related to YNC Regan..... had retired as a Captain after 29 years of Service and I wanted to achieve a similar honor. Well, at the all hands, I was lurking around the back of the venue where the event was being held ensuring crews were paying attention and witnessing this huge step for a fantastic member of the Chief's Mess.

All of a sudden, as the event was to end, I heard my name being called. Well, I don't like surprises and begrudely made my way to the front. When I got there.....Master Chief German called all hands to attention. He then read a certificate that hangs on my wall in my office at a place I see no matter where I look and whenever I depart my desk. That day I was honored to become an Honorary Chief Petty officer. I was shocked and nearly broke down. When I told my father, who was coming to my promotion the next day, he said "that is a greater honor than making O6". My father, my parents, who taught me everything good I do...knew that being an honorary chief meant more than anything that I cared for others over my self.

On my ODUs I wear a chief's anchor on the inside of the front. On my shoulder board I wear a Chief's anchor. On my formal uniform I wear a Chief's anchor. They are always worn over my heart and remind me of the duty the Chief's Mess has put upon me. I ask myself every day...am I living up to it? I hope you all fully understand the honor and duty you now embody.

Thank you again for the absolute privilege to be with you today and for speaking with you this morning. I offer my time, advice, and thoughts at any time needed....just call. I am proud of you and your families. I am thankful for each and every one of you. Semper Paratus and God Bless America.

RDML Regan Remarks
Maritime Risk Symposium-
The Importance of Inland Systems to the Maritime Transportation System

Panel 1: Mission Assurance in a Changing World

15 November 2022; 0930-1045 CDT

10 min remarks, Q&A throughout panel

Lemont, Illinois

Moderated by: RADM Tom Atkin, USCG (Ret)

Audience: Government and Maritime industry leaders, Port representatives, researchers, and
solution providers

Anticipated Audience: **TBD** attendees

Media: Open

Word Count: **TBD**

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Topic: Mission Assurance in a Changing World

Panelists: Moderator – RADM Tom Atkin (USCG Ret)

USCG – Capt Scott Calhoun (CO USCG Navigation Center)

RAND – Dr. Anu Narayan, Associate Director, Forces and Logistics Program

DNI – Theresa Whelan, OSD on detail as Senior Policy Advisor to the Principal Deputy
Director of National Intelligence

Primer Paragraph: *In a rapidly changing environment where strategic competitors possess the capability and intent to increasingly place the homeland at risk, USNORTHCOM stands ready to defend the homeland. The importance of protecting critical infrastructure and maintaining the ability to project power across the globe is rapidly evolving as kinetic and non-kinetic threats hold our homeland at risk through multiple domains. Only through a determined and focused whole-of-nation effort alongside our allies and partners can we protect the homeland, deploy the joint force and sustain the fight forward. Multiple efforts across the whole-of-government align strategic seaports and related intermodal system security and readiness, establish support agreements for response preparedness of maritime systems, and synchronize maritime homeland defense against all hazard threats. USNORTHCOM continues to deter strategic competitors through campaigning in order to maintain power projection capabilities and defense of the homeland.*

Opening Comments:

Source: **CDR's 2yr Assessment:**

First I want to thank the Maritime Risk Symposium for the opportunity to participate in this panel on behalf of the Commander of North American Aerospace Defense Command and United States Northern Command, General Glen VanHerck. USNORTHCOM's mission remains to defend our homeland – to deter, detect, deny, and defeat threats to the United States, conduct

security cooperation activities with allies and partners, and provide defense support of civil authorities. General VanHerck has stated on multiple occasions that the world has changed and our homeland is at risk in ways it has never been before.

Source: SASC USNORTHCOM and USSOUTHCOM 24 March 2022 Posture Hearing

Today, strategic competitors, rogue nations, and non-state actors can and do strike institutions and critical infrastructure in the United States and Canada on a daily basis through non-kinetic means of cyber and information. Our competitors, especially the People's Republic of China and Russia, invest heavily in kinetic precision strike capabilities and advanced delivery platforms. Their intent is to hold critical infrastructure in the homeland at risk below the nuclear threshold, to disrupt, degrade, delay, and deny our ability to project power globally in an attempt to undermine our will to intervene in a regional overseas crisis. General VanHerck often emphasizes that our strategic nuclear deterrence triad is the foundation of homeland defense but it must also account for the conventional capabilities our competitors have fielded or are developing.

Our competitors' advanced conventional capabilities make it necessary to balance deterrence by cost imposition with a model of deterrence by denial. Today, we are here to discuss how critical infrastructure undergirds our national power and way of life – for USNORTHCOM, this is mission assurance.

NORTHCOM's approach is to continually demonstrate to potential aggressors that an attack on our homeland will result in failure. We do that by demonstrating homeland readiness, responsiveness, and resilience and by displaying a range of kinetic and non-kinetic capabilities to defend the homeland. NORTHCOM's support of civil authorities and our security cooperation relationships with allies and partners are critical to integrated deterrence, as are NORAD's missions to provide aerospace and maritime warning and to defend the air approaches to North America.

This includes our cooperative work in the Arctic and the lower 48 states. It encompasses our partnerships with Canada, Mexico, and The Bahamas.

Source: N&NC Global Perspectives Brief

Today's challenges are global and all-domain. Today our strategies, plans, force design and development, and budgeting and acquisition must account for this. We must start with global end states, global risk, and global resources, articulated by the SecDef and our civilian policymakers. Rather than focusing primarily on kinetic defeat for defense of the homeland, we must get further left, balancing competition, crisis, and if necessary, conflict. Deterrence is established in competition by using all levers of influence, across all domains, globally. Most importantly, proper use of the information space reinforces the demonstrated will, capability, resiliency, and readiness to create doubt for any potential adversary in achieving its objective to attack the homeland.

Source: House Armed Services Committee Holds Hearing on Northern Command and Southern Command, 8 March 2022

As we all recognize, mission assurance goes beyond the physical and includes the cyber domain. It's important to point out the mission of United States Northern Command in the cyber domain. USNORTHCOM is the Defense Support of Civil Authorities—or “DSCA”—synchronizer for DOD support that is provided to the Cybersecurity and Infrastructure Security Agency—“CISA”—if we needed to respond outside of either the DOD infrastructure or to the federal networks that CISA supports. DOD cyber protection force capabilities are provided through USNORTHCOM to support that. General VanHerck has closely partnered with both CISA in Homeland Security and DOD's Cyber Command to further understand the threat. NORTHCOM anticipates providing defense support of civil authorities in the event there are physical outcomes from a cyberattack, such as lack of potable water or fuel.

USNORTHCOM stands ready, if directed, to coordinate with interagency organizations, through DHS, to identify additional key critical infrastructure that must be defended: elements strategically significant in a crisis, whether related to power projection, financial stability, energy supply, or something else. This potential effort would align well with the NORTHCOM strategy for overall homeland defense.

Source: RDML Regan input

The assumed operating model that we can project power globally from a safe and secure homeland no longer exists, and working in a contested power projection environment is a risk we are addressing. In order to provide national leaders with timely and informed options, we must close the info-to-decision gaps when crises develop.

There are several layers to address when examining mission assurance. We must continue to develop and refine the map of interdependencies required to sustain our critical infrastructure in a crisis, be that crisis man-made or natural. This means a designated portion of critical infrastructure may be listed as necessary for mission assurance, but secondary systems supporting that node are not similarly protected. Think of this as water supplies, power lines, roads, inland waterways, etc. supporting any given element of critical infrastructure.

We also need frameworks and pre-aligned approaches for decision-makers to make hard choices when crises arise. These two things are interdependent. Identifying critical nodes and their associated enablers will help refine the framework and spotlight missing nodes or exposed enablers. Our collective end-state is the safety and security of our citizens, the timely recovery of the infrastructure and enablers if attacked, and our sustained ability to flow forces from the homeland globally to defend our nation in any crisis.

Our cooperative approach requires DOD and industry together to share ideas and have the difficult conversations needed to defend the homeland. This requires the collective team to outpace our competitors, deter adversaries, and deny and defeat threats through all-domain awareness, information dominance, decision superiority, and global integration. One example of this critically important collaboration is USNORTHCOM's efforts to participate in several interagency work groups focused on port security, and these groups are advancing efforts to highlight and reinforce our ability to get forces from the homeland when and where they are needed.

General VanHerck aggressively leverages these initiatives through various means, including: active NORTHCOM participation in valuable partnerships and forums; key engagements with civil support leaders; and information sharing, domain awareness, and exercises across the DOD and with our myriad external partners.

Source: Port Event Spectrum IED Operations Network (PESIEDON) MOA

Those partners include groups such as the Maritime Administration-led National Port Readiness Network (NPRN), which works with the DOD-led Joint Preparedness Assessment Group to conduct periodic Interagency Underwater Port Assessments tailored to specific port complexes. All U.S. port complexes are included and periodically refreshed for currency.

Source: NPRN MOU

Specifically regarding the NPRN, this group seeks to enhance United States Commercial Strategic and Military Strategic Seaport and related intermodal system readiness to support the safe and secure deployment of military personnel and cargo in the event of mobilization. It also supports overseas contingency operations, major disasters, or other national defense emergencies through enhanced coordination and cooperation among key stakeholder organizations.

Source: N&NC Global Perspectives Brief

Addressing how and what we must defend is a matter of policy. In order for NORAD and USNORTHCOM to provide realistic defense requirements to the Department or to build a plan for the defense of the homelands, this is crucial. It's unrealistic and unaffordable to think we can defend everything, and we don't have to. Beyond defense, we must employ both resiliency and hardening to demonstrate our ability to protect day-to-day and to create doubt in our adversary's decision cycle.

Source: RDML Regan input

General VanHerck coordinates with leaders in FEMA and CISA, with his counterpart at Canadian Joint Operations Command, and with others to highlight gaps and seams demonstrating the close bilateral, multi-national, and interagency partnerships USNORTHCOM possesses to enable our collective mission assurance. At the domestic level, coordination across combatant commands, synchronization with Services including the Coast Guard, and engagement with state Governors and Adjutants General is an ongoing endeavor.

Everything we do at USNORTHCOM as a warfighting combatant command is rooted in integrated deterrence and takes a whole-of-government effort to maintain resiliency. Together we can continue to advance our defenses against our competitors and adversaries to develop a more credible deterrent and more effective capability for our homeland. Again, the key part of our deterrence is our ability to ensure our adversaries know that we are ready.

NORAD and USNORTHCOM have continued to highlight and incorporate mission assurance and critical infrastructure protection in our wargames, exercises, and academic outreach for several years now. In fact, NORTHCOM hosted a very successful and well attended Domestic

Resilience Seminar earlier this year. We will continue to press into this space with our ultimate objective: integrated deterrence and resiliency as the keystone component of homeland defense.

Tom, thank you again for inviting me to be part of this remarkable panel of experts, and I look forward to our conversation.

Provide Five Q&As for the moderator's use if the crowd is quiet:

Q1: What specific threats do you mean?

A1: The threats to our homeland are diverse. Clearly, we have historically benefitted from the protection of two wide oceans and friendly democracies to our north and south. However, our adversaries, who are looking to change the rules-based order that our world currently enjoys, have expanded their reach and capabilities in the air, missile, space, cyber, and maritime domains such that the Homeland is no longer a sanctuary. Ensuring we are able to deter these advances in technology is a multi-agency, multi-state, and multi-national effort. As the DSCA coordinator for the homeland, USNORTHCOM is focused on mission assurance in the face of any threat.

Q2: You spoke of the inter-connectedness of infrastructure; can you elaborate?

A2: There are lists of critical nodes described at every level of city, state, federal, military, and civilian operations. From a USNORTHCOM perspective, we must understand both the importance of relevant nodes and those enablers that support them – these may be city power, cross-national water and power lines, roads, etc. All are critical from a mission assurance viewpoint, but they are not owned by the DOD. Our time and energy spent to identify and then make informed decisions on recovery and protection priorities is critical.

Q3: You spoke of a framework; can you describe that further?

A3: I offer there are two parts of a framework that are important to discuss. The first is to ensure our adversaries know we have thought about this, that we have worked at a tactical, operational, and strategic level across partners, and with state and other civil authorities, to build a quick and decisive approach to response and recovery for any event. We do this pretty well in our natural disaster response work. The second part of this is to address the competing needs and demands that will be placed on leaders when an event strikes. The challenge to provide support to our fellow citizens while getting our forces to an overseas response is a federal, state, and industry discussion. USNORTHCOM does not “own” all of that, but we can enable the conversations with our partners in the federal government and with state Adjutants General.

Q4: What is the NORTHCOM perspective on the Arctic region?

A4: NORAD and USNORTHCOM work closely with fellow combatant commands, Allies (as with Canadian Joint Operations Command (CJOC)), and other partners to cooperate in and around Alaska and the Far North. USNORTHCOM is designated as the advocate for DOD equities in the Arctic, and recently completed an Arctic Security Assessment directed in the current National Defense Authorization Act, NDAA. A key takeaway from this assessment is

the US's ability to flow forces to INDOPACOM from Alaska, to detect threats that approach from the north and west, and to support our fellow citizens and indigenous groups in the region in crisis upon request by the Alaskan government. This requires unique training, capabilities, capacities, and infrastructure suited for the harsh Arctic operating environment. And, I would note, the Ted Stevens Center for Arctic Security Studies provides an important supporting role in this regard; the Stevens Center opened its doors at Joint Base Elmendorf-Richardson, Alaska and its assigned mission set is to advance Arctic awareness and DOD priorities, reinforce the rules-based order in the Arctic, and address the impacts of climate change in the Arctic region.

Q5: What does campaigning mean?

A5: **Source: Gen VanHerck Op-Ed on Arctic** The United States National Defense Strategy outlines the importance of “campaigning,” or aligning our activities over time to maintain our competitive advantage and support our defense priorities. A key element of campaigning is presence — specifically, having the relationships and access necessary to operate in the region. As the Department of Defense’s designated advocate for Arctic capabilities, USNORTHCOM’s ability to maintain presence in the Arctic is a top priority.

For USNORTHCOM, campaigning importantly includes military exercises in the northern latitudes, to test and demonstrate capability, readiness, and our will to operate. Executing large-scale joint and multi-national force exercises under Arctic conditions exhibits credible deterrence while showcasing robust U.S. defense capabilities. Campaigning also requires close work with regional allies, partners, organizations, and institutions in the pursuit of shared objectives. We are stronger together, and our competitors know they do not have nor benefit from equivalent relationships. Our integrated approach has a profound deterrent effect on competitors.

Q6: (Hope not to get) What is USNORTHCOM’s role in deception operations?

A6: I would like to clarify that as the J7 my primary responsibility is joint force development in order to advance the operational effectiveness of the current and future joint force. In that role I do know that MILDEC and other information operations (IO) capabilities must be planned and integrated to support the commander’s campaign and/or operation. Collectively, these capabilities target adversary decision-makers outside the U.S. to affect their information systems and decision-making processes, but it isn’t something we are here to talk about, as the focus of this panel is the “fort to port” construct and how we must, as a collective team, protect our critical infrastructure.

Q7: (Hope not to get) Does the difference between US Northern Command and NORAD present a vulnerability?

A7: No, because General VanHerck is the commander for both organizations, which brings a lot of collaboration and synergy to our efforts. There is a clear understanding of which hat our commander is wearing in regard to authorities given to him and arguably gives both commands an advantage within the decision cycle.