



U.S. Northern Command's Strategic Vision

September 11, 2003



Deter ♦ Prevent ♦ Defeat ♦ Mitigate

Protecting Americans where they live and work



From the Commander

September 11, 2001, was a day of unspeakable tragedy that forever changed the course of our Nation. In its aftermath, President Bush directed the establishment of United States Northern Command on October 1, 2002 to provide unity of command among our Armed Forces for homeland defense and military assistance to civil authorities. Although we are a U.S. regional combatant command, we will always be unique, because our homeland is in our area of responsibility.

Since standing up the Command, we believe we have redefined jointness and interoperability within the Department of Defense, as well as other departments and organizations. We are developing new relationships and conducting extensive exercises in concert with the total force and total national team to ensure the security of all Americans where they live and work. Experience has proven that time is a key element during any crisis, and we will be ready when called.

The men and women of U.S. Northern Command have been given the historic challenge to defend our Nation's homeland. President Bush has said, "As members of our military, you will stand between American citizens and grave danger. You will stand between civilization and chaos. And you will stand for liberty, tolerance and truth, the ideals of America and the hope of the entire world." Never before has a command's mission success been so closely tied to the preservation of everything we hold dear. There is no greater calling and no bigger challenge than to defend our way of life at this critical time in our Nation's history.

A handwritten signature in black ink that reads "R E Eberhart". The signature is written in a cursive, flowing style.

Ralph E. Eberhart
General, USAF
Commander, U.S. Northern Command

Contents

| | |
|---|-----------|
| Introduction | 1 |
| Vision Precepts and Goals | 4 |
| The Future Security Environment | 6 |
| Strategies: Dealing with the Future | 9 |
| Missions and Core Competencies | 12 |
| U.S. Northern Command in Perspective | 21 |



U.S. Northern Command's Strategic Vision

Introduction

United States Northern Command's strategic vision describes a likely future and the role the Command will play over the next decade. The strategic vision articulates core competencies essential for the Command to succeed. Neither edict nor coercion can establish such a vision. Rather, it should persuade and inspire an enthusiastic commitment by people at all levels within the Command, and it should inform external audiences. Universal support from the Command's diverse stakeholders will ensure the vision is achieved, and in the process, make America a more secure place in which to enjoy the freedoms our Founding Fathers envisioned.

“The gravest danger to freedom lies at the crossroads of radicalism and technology... Our enemies... want the capability to blackmail us, or to harm us, or to harm our friends—and we will oppose them with all our power.”

*President George W. Bush,
West Point, June 1, 2002*

Today, the U.S. military is the most powerful, effective, and efficient military force ever developed by any nation. America's use of these joint and combined arms in Operation Desert Storm, Kosovo, Afghanistan, and Iraq vividly demonstrated the value of that approach. U.S. Northern Command's creation further improves the ability of this joint force to defend the American homeland against external attack.

U.S. Northern Command Vision

Deter ♦ Prevent ♦ Defeat ♦ Mitigate

Protecting Americans where they live and work

At the same time it also raises a new challenge — that of interagency integration, the domestic dimension so necessary to ensuring the defense and security of the American homeland. The Command's challenge is to harness the many capabilities and skills of the Total Force to complement those of the various federal, state, tribal, and local governments and agencies, as well as the commercial and private sector, into one coherent defensive effort. U.S. Northern Command will work with its key interagency partners to identify new ways to do business that improve cooperation, coordination, and information sharing. New technologies will be embraced and harnessed to support our common purpose. Transformation and constant change will be the hallmark of creating a seamless national security structure in which every citizen can feel safe, protected, and free.

The Founding Fathers stated in the preamble to the Constitution of the United States their reasons for establishing the new federal republic. Among those reasons, one stands out with special relevance for U.S. Northern Command: “to provide for the common defense.”

The American homeland remains a target for attack from state, state-supported, and non-state actors. The vulnerabilities of our open society and the capabilities of those dedicated to shedding American blood burst into our national consciousness with the attacks on New York City

and Washington. On September 11, 2001, nearly 3,000 innocent people died on American soil. This attack demonstrated the need for changes in the organizational structure and a more viable national strategy to defend our homeland.

Rebounding from the attack, and in the midst of carrying the war to the enemy, America undertook significant initiatives to ensure that emerging threats to the homeland could be deterred, detected, prevented, or defeated. Among these initiatives was the largest reorganization of the executive branch of the federal government since the end of World War II. This restructuring included the creation of the Department of Homeland Security and the establishment of a unique combatant command — U.S. Northern Command — to ensure the military defense of the United States and to coordinate Total Force efforts toward that end. U.S. Northern Command will be the focal point in coordinating and providing military assistance to civil authority "first responders" to ensure our national security against domestic threats and to help respond to natural and man-made disasters when they occur.

Photo © Gilad Rosner, used with permission



The World Trade Center in New York City, September 11, 2001

Established on October 1, 2002, U.S. Northern Command shares defense responsibilities with the other unified commands — each with large segments of the globe within their areas of responsibility (AOR). U.S. Northern Command's responsibilities include defense of the continental United States (CONUS), Alaska, Puerto Rico, the U.S. Virgin Islands, the Gulf of Mexico, and the Pacific and Atlantic Oceans within approximately 500 miles of the United States. Additionally, U.S. Northern Command includes Canada and Mexico in its area of responsibility; their close cooperation and coordination is essential for defense of the continent.

For the first time since George Washington and the Continental Army, the United States has a military command that focuses solely on homeland defense (HLD) and support to homeland security. In order to accomplish its missions, U.S. Northern Command will maintain unique and extensive interagency involvement with other departments and agencies of the government at the federal, state, and local levels as well as contact with non-governmental agencies. The unified command system serves to integrate all elements of our national military structure into joint forces that can execute assigned missions with increased effectiveness and economy of force. U.S. Northern Command, however, will be more closely inte-

Official U.S. Navy Photo



The Pentagon burns through the night of September 11-12, 2001

grated with other governmental agencies to execute its assigned missions. In instances when federal military forces (excluding the National Guard operating under the command of a governor in support of the United States) are identified and authorized for use to support civil authority, U.S. Northern Command will almost always be in a supporting role to the primary federal agency in charge of the ongoing contingency operation.



USAF Photo by MSgt. Scott Elliott

General Ralph Eberhart testifying before the Senate Armed Services Committee, April 8, 2003.

When acting in a supporting role to civilian authorities, U.S. Northern Command will bring all the military instruments and capabilities of the U.S. government to bear on the problems at hand. In addition to being a joint command, U.S. Northern Command will incorporate and strengthen interagency relationships to ensure mission success. U.S. Northern Command will harness new technologies and bring transformational concepts of readiness, training, and employment to the most important duty of our federal government: to safeguard and protect the United States, its citizens, their liberty, and their way of life.

“We decided to move away from the ‘old-threat’ based strategy that has dominated our country’s defense planning for nearly half a century and adopt a new ‘capabilities-based’ approach — one that focuses less on who might threaten us, or where, and more on how we might be threatened and what is needed to deter and defend against such threats.”

*Secretary of Defense Donald Rumsfeld,
quoted in Foreign Affairs, May/June 2002*

The men and women of U.S. Northern Command wear the uniforms of the Army, Navy, Air Force, Marine Corps, and Coast Guard. Be they Active, National Guard, or Reserve, officer, enlisted, or civilian, they represent the Total Force needed by U.S. Northern Command to defend this Nation. Liaison elements from other agencies serve with them. A heavy responsibility for our Nation’s continuing sovereignty, health, and prosperity rests on their shoulders. They are on watch as the sentinels of our freedom. Success is an absolute imperative.

Vision Precepts and Goals

This strategic vision describes a likely future and the role that United States Northern Command will play in that future through the coming decade, as well as the core competencies required of the Command.

“Vision: an imagined objective, a conception of what can and ought to be.”

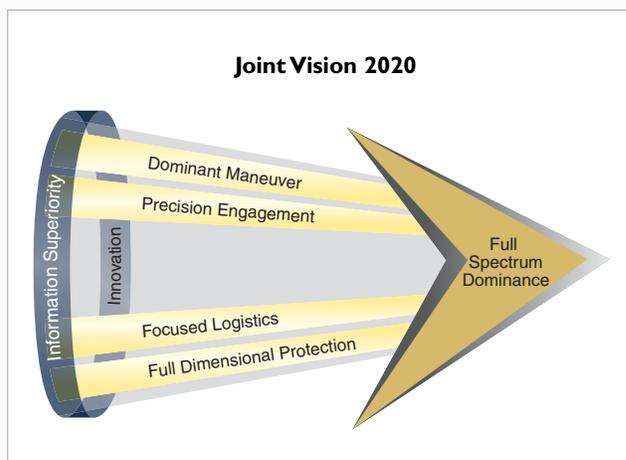
*Carl H. Builder,
The Icarus Syndrome*

Our vision acknowledges that new threats will evolve, new missions will arise, and the U.S. armed forces will continue to experience a transformation in their military capabilities. As U.S. Northern Command looks to the future, it will tailor its internal organization and functions to the increasingly complex threat environment. It will require further evolution in joint and combined warfighting strategy and doctrine, response capability, information sharing, and coordination with other nations, combatant commands, federal agencies, and state and local communities.



F-16 on patrol, 2001.

U.S. Northern Command's mission and vision directly support the key tenets of Joint Vision to achieve full spectrum dominance in its area of responsibility. For U.S. Northern Command, this goal translates as “seamless homeland defense.”



U.S. Northern Command's future role and vision is based on the following precepts:

- The vision should support national strategy and policy, and be grounded in the national interest to sustain public support.
- The protection of America is a long-term commitment and cannot be assured without a conscious, dedicated effort.
- U.S. Northern Command should find new ways to work more effectively in the interagency environment.

Flowing from the above precepts, the vision assists U.S. Northern Command in achieving the following goals:

- Maintain and improve its capabilities to defend the United States and North America unilaterally or in concert with allies.

- Continue to serve as the single U.S.-only organization solely focused on homeland defense.
- Deliver U.S. capabilities to address vulnerabilities and threats to the homeland.
- Resolve overlapping command and control jurisdictions within the U.S. Northern Command area of responsibility with other combatant commands.
- Become the Department of Defense (DoD) leader in interagency operations, information assurance, and technical superiority as they relate to homeland defense.
- Employ flexible, scalable, and varied command and control alternatives to execute diverse missions efficiently and effectively.
- In accordance with intelligence oversight laws and regulations, take a proactive approach to information and intelligence sharing.
- Facilitate the synchronization of national, state, and local assets and capabilities to defend the Nation and support civilian authorities.
- Establish extensive interagency liaison and be proactive in military assistance to civil authorities (MACA) efforts by fostering training and exercises, and working closely and effectively with all players to meet dynamic national security priorities.
- Be the leader in innovative practices in all areas related to homeland defense.
- Serve as the lead agent for concept and doctrine development regarding homeland defense and military assistance to civil authorities. This includes assessment of desired operational capabilities, integration of

validated capabilities, and development of tactics, techniques and procedures to ensure a common execution construct.

- Become a center of excellence for countering and responding to weapons of mass destruction threats.
- Develop a positive command culture to serve the Nation.

DoD Photo



Secretary of Defense Donald Rumsfeld addressing a Pentagon Town Hall meeting, August 6, 2002.

The Future Security Environment

Academic debates about what to name the “post-Cold War period” abruptly ended after September 11, 2001, when President George W. Bush declared a long term “global war on terrorism.” The creation of U.S. Northern Command was one organizational result of this new and different kind of war.

No one can predict exactly how the future will unfold for the simple reason that the future is contingent upon the actions of men and women. In fact, the very act of probing the future to discern a vision tends to shape it, because we often act upon our anticipations in ways that invite their arrival. But in the interest of establishing some parameters, this vision makes the following assumptions about the world in which we live ten years hence:

- We will not face threats of such magnitude as to imperil our survival as a Nation.
- Terrorism will remain a major focus of U.S. national security because it will continue to be unpredictable, yet credible, well-organized, and well-financed.
- The new normalcy for Americans will not resemble peacetime as we have traditionally considered that concept. It will include a persistent asymmetric security threat.
- Legitimate concern over the balance between security and civil liberties will guide how U.S. Northern Command accomplishes its missions. U.S. Northern Command's activities in the homeland will be conducted in compliance with the U.S. Constitution and other laws.
- U.S. Northern Command will be prepared to prevent hostile threats from becoming realities through U.S. capability to attack anywhere on earth while making every effort to remain free from attack at home. Both aspects are critical to the defense of our homeland.
- Traditional threats — aircraft, kinetic weapons, ballistic and cruise missiles — will become increasingly available to rogue states and non-state actors.
- New technologies will not only result in new threats, but will also lead to new or improved U.S. capabilities.
- New asymmetric threats may include information or economic attacks, or as yet unknown means of harming the homeland. We should anticipate these possibilities, while simultaneously defending against weapons of mass destruction (WMD) threats.
- The United States will continue to support commitments to a wide variety of friends and allies with fewer forward deployed forces.
- The trend of globalization will continue, resulting in more fluid borders, greater trade and cultural exchange, and varying degrees of anti-Americanism in some parts of the world.
- Our adversaries will seek an advantage by blurring the line between combatants and non-combatants.

The world will continue to witness enormous and rapid change. The spread of information technology will assist globalization, transform world business, and make national borders even more porous to trade and the exchange of ideas. A strong and vibrant world economy ultimately enhances our national security by advancing prosperity, freedom, and aspirations in the rest of the world.



U.S. Army photo by SPC Brent M. Williams

War-torn Afghanistan, 2002

Globalization, however, remains a two-edged sword. Some societies, regions, and nations will differ in their ability to adapt to the pace of rapid economic and political development. The modernizing effects of globalization have not been available to all, nor have they been equally advantageous to all nations. Some poor and underdeveloped areas of the world have missed out completely. Many disaffected groups equate the “globalization” around them with “Americanization,” which often fuels resentment and hate. Failed states will emerge where neither the government nor the economy function and where warlords and factions prevail.

Future conflicts will encompass many new and unforeseen challenges to our national security. These conflicts will involve all instruments of national power: diplomatic, economic, and military. An unexpected, but necessary, corollary of the war on terrorism is its mandatory inclusion of all elements of governance — federal, state, and local — to meet and overcome threats to our homeland.

For the foreseeable future, the United States will be more powerful than any single nation-state or likely combination of nation-states. We will continue to possess unprecedented diplomatic, economic and military power, with influence in every region of the world. The responsibilities

“Oceans no longer protect America from the dangers of this world. We’re protected by daily vigilance at home and we’ll be protected by resolute and decisive action against threats abroad.”

Paul McHale, Assistant Secretary of Defense for Homeland Defense, April 8, 2003

of being the world's single superpower bring both obligations and opportunities to shape the world in favor of individual freedom, human rights, and economic advancement. But unequalled power invites competition, envy, and fear. Other nations will strive to find checks and balances to the dominant power of the United States, either through their own diplomatic, economic, and military efforts or in league with other like-minded nations.

Air and space attacks comprise one of the most significant military threats to the United States when one considers the increasing number of nations developing long range

Missile Defense Agency Photo



Patriot PAC-3 test launch, 1997

ballistic missiles, and the even larger number having access to cruise missile technologies or that possess commercial and military aircraft capable of reaching the United States. Over the next decade, additional countries will acquire these weapons despite ongoing nonproliferation efforts.

Failed and rogue states will pose new challenges to our national interests and the safety of American citizens at home and abroad. These challenges will often take the form of state-sponsored acts of terrorism against American citizens and interests. In other cases non-state actors armed with modern technologies — including weapons of mass destruction and their means of delivery — will menace our interests and our lives. American dominance of conventional warfare, by default, drives the competition toward asymmetric methods, or worse, towards weapons of mass destruction to offset U.S. superiority.



U.S. Army Photo

Protest against U.S. occupation, Operation Iraqi Freedom, May 15, 2003

In addition to the chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) threats that characterize traditional thinking with regard to weapons of mass destruction, one should now add cyber threats to the mix — weapons of mass *disruption*. The effects of cyber attacks against computer networks that control banking and finance, major utilities, and transportation systems could

cause major havoc. In future years the threat of cyber attack will require extensive counter measures that involve all levels of government and the military, as well as the private and international commercial sector.

“Once a strategic afterthought, homeland defense has now become an urgent duty.”

*Senator John Warner,
April 8, 2003*

Other threats are transnational in nature, and are often linked to radical political and terrorist groups. These include international organized crime, such as drug cartels powerful enough to threaten the stability of their own as well as neighboring countries.

Many ideological non-state actors cannot be deterred in the classic sense. Threats of lethal deterrence are meaningless to individuals or groups committed to suicide attacks as a method of inflicting American casualties. In some cases, therefore, tools of preemption will complement tools of deterrence. Despite sustained vigilance and however improved the intelligence, not every attack can be prevented. As a result, response and recovery capabilities should be honed as well. In sum, today’s security environment, although free of the concerns of annihilation prevalent during the Cold War, is in many ways more complex and far less predictable than in past eras of American history.

Apprehension and confusion will be characteristics of a changing world. Our vocabularies will fail us as old boundaries blur: between homeland defense and expeditionary operations; between domestic concerns and foreign policy; between virtual and real communities. All of this suggests that threats to American security will be more diffuse and harder to anticipate than ever before.

Strategies: Dealing with the Future

Every official National Security Strategy and National Military Strategy emphasizes that the most vital national interest of the United States involves the protection of the Nation itself — the defense of the homeland. Strategies, objectives, and policies, however, will be grounded in a sober realization that others do not share our vision of the future. While the United States will try to shape the world to prevent war, promote global security, and protect the homeland, we also need to recognize the limitations of such political attempts and bluntly assess their effectiveness. Shaping policies may not be able to influence the international security environment to the degree that many wish or believe possible. If shaping were always so effective, our concern for the future would be eased. Unfortunately the world is not so malleable; we should also pursue defensive capabilities.

“[Strategy is] the process by which ends are related to means, intentions to capabilities, [and] objectives to resources.”

*John Lewis Gaddis,
Strategies of Containment*

The current *National Security Strategy of the United States of America* (2002) includes nine strategy objectives. Three of them pertain directly to U.S. Northern Command:

- Strengthen alliances to defeat global terrorism and prevent attacks against the U.S. and its friends
- Prevent our enemies from threatening us, our allies, and our friends with weapons of mass destruction

- Transform America's national security institutions to meet the challenges and opportunities of the twenty-first century.

“Strategy must ultimately be grounded on the protection and advancement of U.S. national interests.”

*Hart-Rudman Commission,
Road Map for National Security, March 2001*

Missile Defense Agency Photo



Test launch of a missile defense ground-based interceptor, Kwajalein Atoll, January 1998

While the United States has pledged to support and participate in the actions of international organizations and alliances, it reserves the sovereign right to act unilaterally, preemptively if necessary, or in coalitions of like-minded powers when action is necessary to thwart an emerging threat to our national values and interests. U.S. Northern Command's strategy for defense will include cooperation with North American Aerospace Defense Command (NORAD), the long-standing U.S.-Canadian bi-national command partnership for the air defense of North

America. Ongoing efforts and future discussions to expand defense cooperation with NORAD will depend upon the mutual interests of the United States, Canada, and Mexico. Such expansion, if desired and implemented, is consistent with this vision. U.S. Northern Command should be postured to implement any proposed expansion.

U.S. Northern Command will play a leading role in the defense against weapons of mass destruction, and a key supporting role to civil authorities should such weapons be used. As stated in the *National Security Strategy*, the U.S. strategy to combat the growing threat of WMD includes proactive counterproliferation efforts to deter the threat of these weapons and create decisive defenses before our enemies unleash these weapons.

The 2001 *Report of the Quadrennial Defense Review* explained the military component of strategy that supports the National Security Strategy. Responsibilities for the armed forces include:

- *Assuring* allies and friends of the United States' steadiness of purpose and its capability to fulfill its security commitments;
- *Dissuading* adversaries from undertaking programs or operations that could threaten U.S. interests or those of our allies and friends;
- *Detering* aggression and coercion by deploying forward the capacity to swiftly defeat attacks and impose severe penalties for aggression on an adversary's military capability and supporting infrastructure; and
- *Decisively defeating* any adversary if deterrence fails.



USAF Photo by Lt Col Bill Ramsey

F-15 Eagles from the Massachusetts Air National Guard, 2001

These responsibilities underlie four military objectives for the U.S. armed forces:

- Defend the homeland
- Promote security and deter aggression
- Fight and win the Nation's wars
- Ensure military superiority

U.S. Northern Command will fulfill and support its responsibility to assure, dissuade, deter, and defeat the wide array of threats the future holds within its AOR. It will do so through the tenets of transformation focused on incorporating new technology, adapting innovative organizational change, and developing novel operational concepts. Central to all three is information sharing. U.S. Northern Command will enhance its intelligence gathering, operational net assessment, analysis capabilities, information sharing, and ability to derive courses of action. This is a formidable task involving the special handling of information from a wide variety of foreign, DoD, and inter-agency sources, to include law enforcement.

Despite the significant resources dedicated toward enhancing our intelligence, surprises will nonetheless occur. Accordingly, U.S. Northern Command's defense of the United States requires extensive flexibility and agility to deal with surprise events that we may not be able to deter or prevent — the consequences of which we will have to manage in a responsive manner.

Education, training, and a robust exercise program at the regional level are critically important to the preparation and readiness of interagency response teams in the event of a catastrophic WMD event. U.S. Northern Command can provide exercise and training initiatives and leadership that bring together state and federal interagency players to address the complexities of homeland defense in regards to WMD threats or events.

In addition, we have an obligation to communicate openly and proactively the U.S. Northern Command mission, its activities, and events in our AOR to a global audience. This requires sensitivity to various cultures as we develop our communications plans and policies.

U.S. Northern Command will prepare and defend the homeland via a layered defense in order for DoD to conduct the "away game" successfully — to fight terrorism and threats overseas rather than on U.S. territory. The global war on terrorism places a premium on protecting the homeland as a launch platform for power projection forces. Defense of the United States remains an ultimate prerequisite to the projection of U.S. power abroad, because the bulk of U.S. expeditionary forces will spring from American bases and flow through U.S. ports. Defense planning should place a premium on the defense of the United States and its land, sea, air, and space approaches.

U.S. Northern Command will coordinate and implement the first priority of our government — the defense of the United States — from the wide spectrum of identified and emerging threats to its security at home. To do this effectively, it should look to the comprehensive defense of North America within the U.S. Northern Command area of responsibility, and enhance command and control operations centers that provide layered and precise information to both civilian and military leadership. U.S. Northern Command's focus will center on enhancing the protection of the air and space over North America, as well as the land and maritime approaches to the continent, and the collection and dissemination of information to key decision makers. As directed by the President or the Secretary of Defense, U.S. Northern Command will be prepared to provide focused consequence management support to civil authorities following an adversary's employment of weapons of mass destruction. An equally robust military support capability will be provided in response to state requests for assistance in natural disasters or other domestic emergencies, and to serve in preventive civil support roles.



USNORTHCOM/PA Photo

U.S. Northern Command's Situation Awareness Center at Peterson AFB, Colorado, July 2003

Missions and Core Competencies

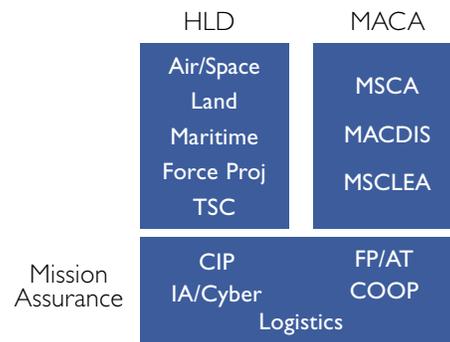
This section reviews the core competencies and mission areas for U.S. Northern Command and highlights changes necessary to achieve the vision of becoming America's Defender.

Visions drive organizational missions, goals, and objectives, but core competencies drive processes and organizational structures. These two concepts — where we are going and how we function and organize to get there — should be constructed in unison and in reference to one another: Form should follow function. Ultimately, missions should support the Nation's strategy and reflect an organization's core competencies.

U.S. Northern Command's Mission

- *Conduct operations to deter, prevent and defeat threats and aggression aimed at the United States, its territories and interests within the assigned area of responsibility, and*
- *Provide military assistance to civil authorities including consequence management operations as directed by the President or the Secretary of Defense.*

U.S. NORTHCOM Mission Categories



Decisions relative to missions, functions, and organization occur within a set of environmental conditions that are geographic, economic, political, cultural, and military in nature. The current and future environmental conditions affecting U.S. Northern Command include:

- Vast distances spanning numerous time zones and extreme climates.
- A continental and aerospace AOR that possesses extensive littoral areas and sea approaches.
- Numerous air, land, and sea lines of communication and critical infrastructures.
- Home-stationed Total Forces with overlapping federal and state jurisdictions.
- Unique domestic laws and relationships governing military activities within the continental United States, territories, and possessions that impact military assistance to civil authorities.
- Historic regional rivalries and sensitivities, particularly in the southern part of the AOR.

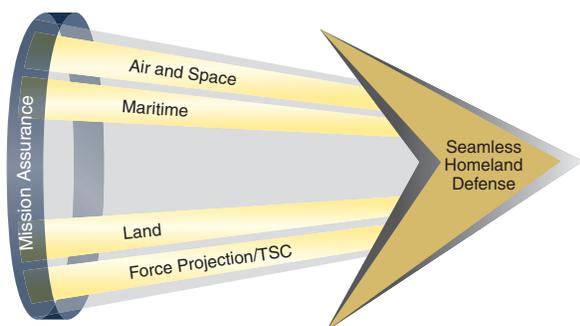
- A long-standing political/military alliance with Canada that may lay the groundwork for new multilateral and bilateral arrangements with states on our southern border.

Military core competencies are key organizational skills or capabilities that should meet four criteria:

- It should be a unique skill essential to national security.
- It should provide significant military leverage and should complement other interagency capabilities.
- It should be applicable and effective to the security environment.
- It should deter adversaries and be compelling to allies or useful to constituents.

Our core competencies represent the combined professional knowledge, expertise, and technical know-how that produce superior military capabilities to protect the homeland. Accordingly, U.S. Northern Command possesses three core competencies that correlate very closely with its primary missions.

U.S. NORTHCOM Command Missions



U.S. Northern Command's Core Competencies

- 1) *Layered, integrated defense of the United States in all environments within the AOR — air, space, land, maritime, and cyberspace.*
- 2) *Seamless, sustainable, responsive military assistance to civil authorities dealing with complex requirements and catastrophic events.*
- 3) *Information management and sharing, particularly in the interagency arena.*

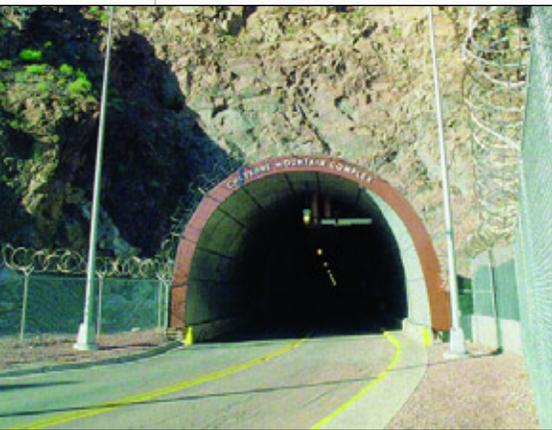
U.S. Northern Command's twin missions of homeland defense and military assistance to civil authorities are underpinned by its mission assurance capabilities — activities that enable and support its primary missions.

Homeland Defense

U.S. Northern Command is responsible for the defense of the United States, Alaska, Puerto Rico, the U.S. Virgin Islands, the Gulf of Mexico, and the Atlantic and Pacific Ocean approaches to the United States. The military defense of the homeland comprises complementary, and at times interdependent, air, space, maritime, and land defenses. In this regard, the 2002 National Security Strategy noted, "We are menaced less by fleets and armies than by catastrophic technologies in the hands of the embittered few. We must defeat these threats to our

Nation, allies and friends.' U.S. Northern Command should be structured and capable of defeating national security threats to the United States on a unilateral basis.

A close relationship with Canada and Mexico is critical to the effective defense of the United States and North America. The relationships with Canada and Mexico may require expansion in future years.



USNORTHCOM/PA Photo

Entrance to Cheyenne Mountain Operations Center, Colorado

Air and Space Defense

The air and space defense of the United States includes defenses against all air breathing aircraft, cruise missiles, and ballistic missiles. U.S. Northern Command will command ballistic missile defense forces fielded for the defense of the United States and other countries that fall within the system's area of coverage.

The surveillance, warning, and control of airspace over the United States and Canada is the responsibility of the bi-national North American Aerospace Defense Command.



U.S. Navy Photo by PM 2nd Class, Michael Sandberg

U.S. Navy destroyer USS Cushing conducts inspection of a merchant vessel suspected of transporting illegal cargo.

Maritime Defense

Using naval and air forces as necessary to counter any threat to the United States emanating from the sea, U.S. Northern Command will maintain control of the Atlantic and Pacific sea frontiers, Gulf of Mexico, littorals, and land areas adjacent to the sea within its area of responsibility.

U.S. Northern Command will buttress Coast Guard responsibilities that clearly fall within the purview of the Department of Homeland Security, such as the interception of drug smugglers or illegal immigrants, and certain aspects of port security responsibilities (such as minesweeping and explosive ordnance disposal).



Artist's conception of the USAF Airborne Laser



Land Defense

U.S. Northern Command's land defense mission covers the spectrum from low level asymmetric threats to full scale major theater war, although the latter contingency is extremely unlikely over the next decade. Using Army and Marine forces from the Active, Reserve, and National Guard components of our Total Force, land defense forces will undertake actions necessary to ensure the deterrence, detection, prevention, or defeat of threats posed to our sovereignty. Additionally, land defense forces will play a role in protecting Department of Defense and civil critical infrastructure against damage that could impact our ability to mount and support military operations.

U.S. Army Photo by PFC Andrew Hillegass



U.S. Army Stryker at Ft. Polk, Louisiana, June 2003

Force Projection and Theater Security Cooperation

The possibility of small-scale contingencies and military operations other than war remains likely. Warfighting force projection capabilities under U.S. Northern Command will be required to support air and naval operations such as sanctions enforcement, embargos, noncombatant evacuation operations, and blockade



DoD Photo by AF MSgt Lee Roberts

U.S. Marines and the USS Harry S. Truman during USSOUTHCOM exercise, May 2002

operations in the AOR. U.S. Northern Command will conduct theater security cooperation with neighboring states. Successful peacetime engagement activities will shape the security environment in ways favorable to U.S. interests.

Military Assistance to Civil Authorities

U.S. Northern Command is responsible for making military forces available in support to civil authorities involved in disaster response and recovery operations, the control of civil disturbances, and law enforcement activities — subject to the controls of the Posse Comitatus Act. Such forces normally need to be requested by local, state, or other federal departments and agencies and approved by the

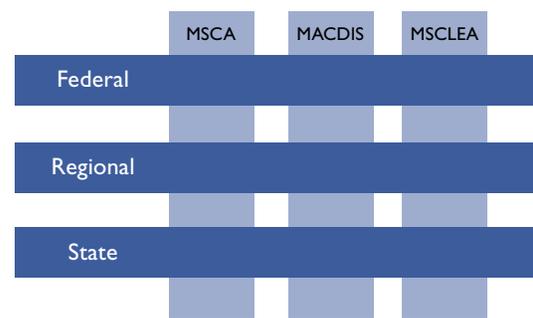
U.S. Northern Command MACA Missions

- *Military support to civil authorities (MSCA)*
- *Military assistance for civil disturbances (MACDIS)*
- *Military support to civil law enforcement agencies (MSCLEA)*

President or Secretary of Defense. However, the President and other specified executives have authority in special circumstances to initiate Department of Defense involvement without a state request (under the Stafford Act, Insurrection Act, and Defense Against WMD Act). Military support to civil authorities, however, is normally undertaken only when resources available to local, state (to include National Guard elements under Title 32 and State Active Duty status), and other federal departments and agencies have been exhausted, are inadequate to meet requirements, or are otherwise unavailable.

Active forces often provide the bulk of the resources in domestic emergencies, because states may need Active force specialty units or may not have the financial resources to sustain the effort. Thus U.S. Northern Command is the heavy lifter of last resort and provides assistance to civil authorities as directed by the President or the Secretary of Defense. When federal military forces are used, U.S. Northern Command can expect to exercise command and control over them. However, U.S. Northern Command normally will be in a supporting role to the Department of Homeland Security (DHS), which will be the lead federal agency.

MACA: Missions: Cross-Cutting Multiple Levels



MACA missions will cross multiple interagency lines, requiring U.S. Northern Command to develop new, unprecedented, and transformational means of doing business with other organizations.



DoD Photo

C-130 fire
suppression
mission

DoD Photo



Treating casualties at the Pentagon, September 11, 2001

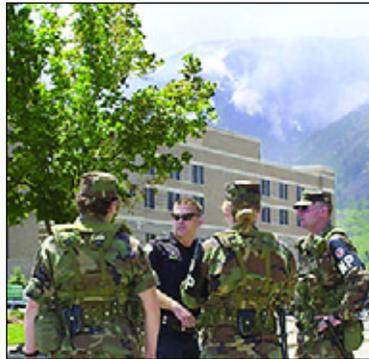
Military Support to Civil Authorities (MSCA)

U.S. Northern Command should develop effective and enduring processes and procedures with multiple organizations to guarantee mission accomplishment. Critical responsibilities of the federal government include prevention, preparation, response, and recovery from terrorist attacks, major disasters, and other emergencies. The DHS was established to centralize and strengthen federal capabilities to meet these responsibilities. DHS will coordinate required federal response actions by appointing a federal coordinating officer (FCO) who, with the defense coordinating officer (DCO) and a state coordinating officer, will authorize the expenditure of federal funds and resources to meet the needs caused by the attack or event. Within DoD, the Office of the Assistant Secretary of Defense for Homeland Defense [ASD(HD)] was created to develop policy and resource requirements to support homeland security requests. Within the offices of the Joint Chiefs of Staff, the Joint Director of Military Support (JDOMS) was established to direct the deployment of military forces approved for response and recovery operations.

Military Assistance for Civil Disturbances (MACDIS)

The Constitution and laws of the United States authorize the President to employ the armed forces of the United States to suppress insurrections, rebellions, and domestic violence. Army and Air National Guard forces have primary responsibility for providing military assistance to state and local government agencies in civil disturbances. When their resources are inadequate to restore the situation, state or federal law enforcement officials transmit requests for federal military assistance to the President through the Attorney General. When directed by the President, the Department of Defense may deploy federal military forces in a civil jurisdiction and under specific circumstances. These forces would come under the command and control of U.S. Northern Command.

DoD Photo



Military Police and local law enforcement authorities during forest fires in Western Colorado, summer 2002

Military Support to Civil Law Enforcement Agencies (MSCLEA)

The Department of Defense cooperates with civilian law enforcement officials to the extent practicable, while respecting historic tradition and laws limiting direct military involvement in civilian law enforcement activities. U.S.

USNORTHCOM/PA Photo



Civil assistance in action

Northern Command forces may be directed or otherwise authorized to assist law enforcement activities in a variety of circumstances: non-DoD critical infrastructure protection; maritime security; mass migration; National Special Security Events; combating terrorism; and counter drug operations.

USCG Photo



U.S. Coast Guard Cutter Thetis intercepting illegal immigrants off Key West, Florida, March 18, 2003

Mission Assurance

Mission Assurance encompasses a group of activities that enables and supports all of the foregoing mission areas. Failure to achieve success in any of these areas could jeopardize U.S. Northern Command's ability to attain mission success in any or all of its critical mission responsibilities.

U.S. Northern Command Mission Assurance Activities

- *Critical infrastructure protection*
- *Information assurance (cyber defense) within the Command*
- *Force protection/anti-terrorism*
- *Continuity of operations*
- *Responsive, effective logistics*

Critical Infrastructure Protection

Critical Infrastructure Protection (CIP) involves the identification, assessment, and assurance of cyber and physical capabilities critical to mission accomplishment. Infrastructure vital to mission success may include political, economic, technological, and information security capabilities essential to the execution of the National Military Strategy.

USNORTHCOM/PA Photo



Civil Support Team practicing for weapons of mass destruction mitigation

The goal of Critical Infrastructure Protection operations is the assurance that infrastructure vital to the operation of DoD and the Nation is there when needed. When actionable threat intelligence indicates, the employment of military forces, either National Guard forces under state control or federal forces, may be necessary.

U.S. Northern Command exercises and maintains mission-ready Rapid Response Force (RRF) and Quick Response Force (QRF) packages to respond immediately if required.

Information Assurance/Cyber Defense

Information assurance enables and enhances all other U.S. Northern Command mission responsibilities. Threats to cyber systems can originate from anywhere in the world because of universal access to the Internet and the growing dependence on open architecture systems for many military related communications. Within the unified command system, U.S. Strategic Command is responsible for establishing and identifying capabilities for global integrated computer network defense (CND), and directing and coordinating DoD-wide CND operations. Within its area of responsibility, U.S. Northern Command is responsible for ensuring that all assigned forces and installations are meeting CND readiness standards and have plans in place to deal with CND emergent threats.

Force Protection and Anti-Terrorism

Anti-terrorism operations are defensive in nature, unlike offensive counterterrorism operations. Within the United States, counterterrorism is the province and responsibility of the Department of Justice, to which U.S. Northern Command may be directed to provide technical support or other assistance.

U.S. Northern Command should be responsible for establishing and validating force protection and anti-terrorism criteria, setting standards for readiness, and establishing DoD force protection and anti-terrorism readiness levels within its AOR. U.S. Northern Command will declare force protection threat level conditions in coordination with the Department of Defense.

DoD Photo



Force protection at a base entry control point

Continuity of Operations (COOP)

All unified commanders, including U.S. Northern Command, are charged with maintaining the capability to plan for, exercise, and maintain COOP capabilities. U.S. Northern Command requires one or more alternate headquarters or mobile command post facilities to ensure its continuity of operations.

Responsive, Effective Logistics

Responsive and effective logistics support is required for the forces provided to execute U.S. Northern Command's missions. Logistics enable deployment, sustainment, reconstitution, and redeployment across the range of military operations. The logistics system should incorporate near real time total asset visibility and uninterrupted capability in all circumstances to include the CBRNE environment. Logistics should use collaborative planning that looks at an integrated transportation and supply system that operates from multiple locations. U.S. Northern Command should be able to provide tailored and robust logistics in support of MACA events. Additionally, DoD logistics capabilities and processes should be seamlessly integrated into the logistics capabilities and processes of other federal agencies via a national logistics strategy. The logistics components of operational and contingency plans should be validated and exercised.

Training and Readiness

Properly trained and ready people underpin all U.S. Northern Command missions. Our people comprise the responsive forces needed to sustain joint, combined and interagency operations. We should make a concerted effort to attract, assign, and retain men and women of character; and maintain a balanced military force mix to meet operational needs. People throughout the Command should be trained in required specialties and capabilities, according to established readiness standards.

The training should be focused on U.S. Northern Command's missions and ensure that the entire chain of command is trained and evaluated to the same standard. Tough, realistic training will forge teams and foster a joint mindset. Training will be based on lessons learned and designed to improve adaptability to the challenges posed in dynamic and uncertain environments.

U.S. Northern Command in Perspective



Photo © Jeff Larsen, used with permission

Headquarters of U.S. Northern Command and North American Aerospace Defense Command, Peterson AFB, Colorado, June 2003

The headquarters of U.S. Northern Command (which is shared with NORAD) today flies three flags in front of Building Two at Peterson AFB: the United States, Canada, and Colorado. By the end of the decade, as it achieves this vision, the Command will likely need to raise many more flagpoles to reflect its increasing responsibilities, as well as its international and interagency relationships.

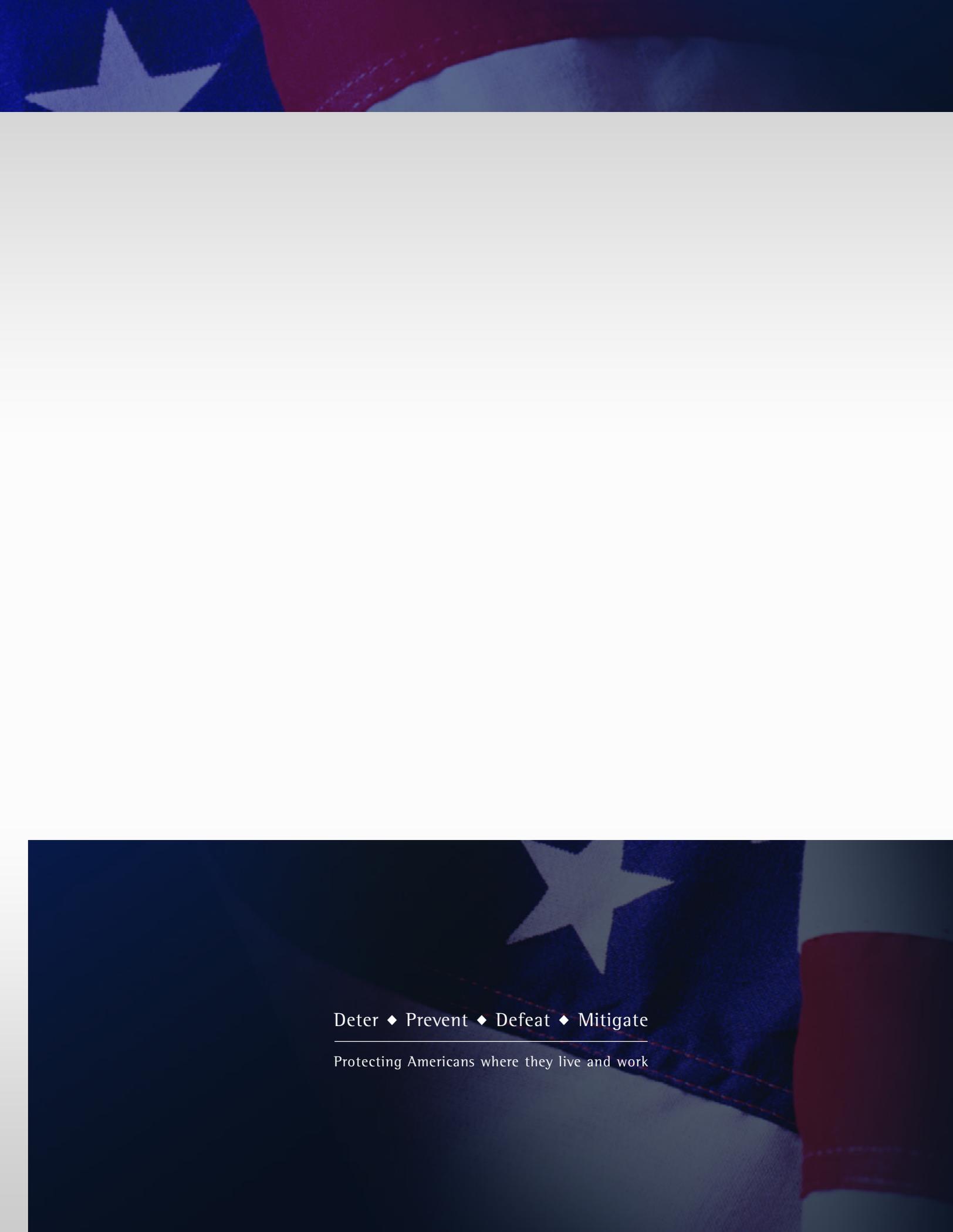
U.S. Northern Command is a transformational command standing up to the challenge to protect the well-being and survival of our Nation against a wide variety of known and

emerging threats. Mission failure could mean major loss of American life, fundamental damage to the U.S. economy and, by extension, the world economy, and a drastic change to our way of life and the freedoms all Americans enjoy. It is up to the men and women of U.S. Northern Command to ensure the defense of America's homeland and to stand ready to provide assistance to civil authorities in response to threatening or catastrophic domestic events. Mission failure is not an option. Success is an absolute imperative.



U.S. Northern Command

www.northcom.mil

The background of the entire page is a close-up, slightly blurred image of the American flag, showing the stars and stripes in shades of blue, red, and white. The flag is positioned at the top and bottom edges of the page, with a large white gradient area in the center.

Deter ♦ Prevent ♦ Defeat ♦ Mitigate

Protecting Americans where they live and work

