NORAD and
USNORTHCOM
Theater Strategy
**USNORTHCOM Theater Campaign Plan**

- **Operationalize / Tasks / Means**
- **NORAD-USNORTHCOM Theater Strategy**
- **Strategic End States (Ends)**
- **Military End States (Ends)**
- **Theater Objectives (Ways)**

- **GFMB**
- **JSCP**
- **GEF**
- **NDS**
- **NMS**

**SecDef/CJCS**

**CCDR**

- **TSC Plan**
- **Contingency Plans**
- **Current Operations**
- **Engagement Activities & Plans**
- **Forces & Resources**
- **Strategic Communication**

**UNCLASSIFIED**

NORAD-USNORTHCOM Theater Strategy

The GEF & JSCP provide limited guidance for NORAD; CONPLAN 3310

N-NC Vision

NORAD
Security Environment

Command Missions

Intent

Strategy

Ends

Ways

Capabilities (Means)

Building Partnership Capacities

Sources or conditions that undermine or jeopardize strategic interests. Categorized by probability (high, medium, low) and levels of consequences (survival, critical, important, supportive)

Paradigm Shift: moving from reactive defense to anticipatory action. Remove barriers to create holistic approach and unity of effort in an active-layered defense

Strategic Goals: Strategic communication of what NORAD and USNORTHCOM intend to accomplish to secure the homelands in accordance with national objectives and precepts

Operationalizes NORAD and USNORTHCOM Vision 2020

Broad, enduring end-states derived from N-NC Vision 2020 and theater guidance that protect our security interests

Expressed as Lines of operation and Sub-tasks derived from essential tasks

Policy, resources, and capabilities necessary to achieve identified end-states

Where do we act?
When do we act?
What do we do?
What is the risk?

Enhance theater security cooperation with allies, and horizontally / vertically integrate interagency, state, local and tribal governments capabilities and expertise
**Theater Strategy -- Ends, Ways**

<table>
<thead>
<tr>
<th><strong>Endstates</strong></th>
<th><strong>Ways – “Lines of Operation”</strong></th>
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<tbody>
<tr>
<td>Successful defense of North America from aerospace threats</td>
<td>Respond in a timely manner to air threats and if necessary, precisely and decisively engage</td>
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<tr>
<td>Timely, accurate maritime warning of threats to North America</td>
<td>Provide bi-national maritime warning</td>
</tr>
<tr>
<td>NORAD is an International cooperation model in defense planning, training, information management, and technological innovation</td>
<td>Promote programs and processes to improve bi-national information and intelligence sharing</td>
</tr>
<tr>
<td>Anticipate, detect, deter, prevent or defeated external threats and aggression</td>
<td>Develop an all-domain active defense</td>
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<tr>
<td>Timely, effective defense support of civil authorities</td>
<td>Anticipate and respond in support of Civil Authorities to: mitigate effects from catastrophic events, enhance law enforcement, protect critical infrastructure and maintain continuity of government.</td>
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<tr>
<td>Unity of effort with interagency and international partners</td>
<td>Ensure unity of effort with mission partners; especially NORAD. Develop better mechanisms for coordinating and integrating with our interagency partners. More granularity in planning processes; closer coordination with interagency plans.</td>
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</table>
Ways – “Lines of Operation”

Respond in a timely manner to air threats and if necessary, precisely and decisively engage

Provide bi-national maritime warning

Promote programs and processes to improve bi-national information and intelligence sharing

Means

End-state #1 and LOO #1
- Strengthened Intelligence: Priorities are: improved early warning of imminent crisis, increased collection capabilities in all domains, improved dissemination*
- Persistent wide-area air surveillance*
- Fully integrated aerospace picture*
- Bi-national threat alert system
- Flexible, realistic, executable, rapidly-adaptable, and regularly exercised plans

End-state #2 and LOO #2
- Improved bi-national situational awareness of potential threats in the maritime domain*
- Maritime warning capabilities

End-state #3 and LOO #3
- Improved bi-national and intelligence sharing*
- Bi-national cooperation to improve defense of the information infrastructure*
- Common command, control and communications architecture*
- Effective strategic communication

*Asterisk denotes “means” that NORAD and USNORTHCOM have in common
Ways – “Lines of Operation”

Develop an all-domain active defense

Anticipate and respond in support of Civil Authorities to: mitigate effects from catastrophic events, enhance law enforcement, protect critical infrastructure and maintain continuity of government

Ensure unity of effort with mission partners; especially NORAD. Develop better mechanisms for coordinating and integrating with our interagency partners. More granularity in planning processes; closer coordination with interagency plans

Means

End-state #1 and LOO #1
- Sustained continual situational awareness*
- Capabilities to anticipate, detect, deter, prevent, and defeat current and emerging threats
- Timely, actionable intelligence*
- Trained, ready, operational forces
- Strategic communication through engagement
- Theater Security Cooperation initiatives with partners

End-state #2 and LOO #2
- National / bi-national policy to enhance intelligence-sharing *
- DOTMLPF capabilities for National Guard and Reserves
- Rapid assessment capabilities for HD and CS
- Compatible technology solutions (interoperability)*
- All domain User Defined Operational Picture (UDOP)*

End-state #3 and LOO #3
- Unified Strategy with international partners
- Over-arching national-level plan: unity of effort across the interagency departments
- Enhanced military capabilities to defend North America
- Multi-national agreements to improve information and intelligence sharing*
- Less rigid horizontal / vertical inter-governmental agreements to improve intelligence sharing
- Horizontally and vertically integrated national C2 capability that is consolidated, agile & seamless

*Asterisk denotes “means” that NORAD and USNORTHCOM have in common
Backups
**Mission Statement with Justification**

**Who**
USNORTHCOM

established by Unified Command Plan

**What**
anticipates and conducts Homeland Defense and Civil Support operations

- to foresee and deal with in advance
- the act, manner, or process of carrying on
- The protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President.
- Department of Defense support to US civil authorities for domestic emergencies, and for designated law enforcement and other activities.

**Where**
within the assigned area of responsibility

IAW Unified Command Plan geographic AOR

**Why**
to defend, protect, and secure the United States and its interests.

- to drive danger or attack away from
- to cover or shield from exposure, injury, damage, or destruction
- to relieve from exposure to danger
- participation in advantage and responsibility

Mission Statement Approved: 16 Jul 07
1. **Defend the Homeland:**

   a) “Homeland Defense is USNORTHCOM's top priority” (GEF)

   b) “End State 1: The homeland is defended in depth” (GEF)

   c) “Conduct comprehensive campaign planning that provides an operation framework for integrating operations, activities and plans to achieve assigned regional end states” (GEF)

   d) “As the supported commander, prepare a Theater Campaign Plan that prioritizes near and long term activities, plans, and operations to achieve the regional end states specified in the GEF” (JSCP)
Essential Tasks (2 of 2)

2. Develop a Theater Campaign Plan that sets the conditions for successful transition to contingency plans and operations
   a) “Conduct planning for the following response scenarios as branches to the larger campaign plan” (GEF)
   b) “In accordance with the strategic policy guidance provided by the GEF, the JSCP tasks CCDRs to develop and execute campaign plans that integrate, synchronize, and prioritize daily activities in support of strategic end states, to include security cooperation and Phase 0 actions” (JSCP)

3. "Prepare a Base Plan to support civil authorities in managing the consequence of any hazard, to include those defined by the 15 National Planning Scenarios" (JSCP)