



*North American Aerospace Defense  
Command*

*and*

*United States Northern Command*

*Vision 2020*

*1 October 2007*



## PURPOSE

In advance of the 50<sup>th</sup> anniversary of the NORAD Agreement, and on the occasion of USNORTHCOM's 5<sup>th</sup> birthday, we reflect and honor our past, but turn our focus to where we want to be for the future. Vision 2020 provides strategic direction for NORAD and USNORTHCOM as we move toward the year 2020. It guides our staff and all subordinate elements and serves as the basis for future priorities and resource allocation. Operationalizing this vision will also communicate to the citizens throughout our area of operations and area of responsibility how the capabilities provided by NORAD and USNORTHCOM contribute to our Nations' security.

As our nations and our allies evolve to meet the challenges of the global and dynamic threat environment, so must NORAD and USNORTHCOM continue to build the architectures, institutions and capabilities needed to ensure our security for the future. Defending our homelands constitutes more than protecting physical boundaries and maintaining territorial integrity—our Commands' active defense also secures the democratic principles, beliefs and ways of life embraced by our citizens.

A handwritten signature in black ink that reads "Victor E. Renuart, Jr." in a cursive style.

VICTOR E. RENUART, JR.  
General, USAF  
Commander, NORAD and USNORTHCOM



## SECURITY ENVIRONMENT

NORAD and USNORTHCOM operate in a dynamic and uncertain security environment. A range of threats across all domains, represents an immediate and future challenge for both Commands. Shifting and evolving global political, economic, technological and social trends will also impact our security. Whereas the enemies of yesterday were relatively predictable, homogenous, hierarchical, and slow to change, today's adversaries are unpredictable, diverse, increasingly networked, and dynamic. These adversaries benefit from technologies and materials readily accessible on world markets, to include disruptive systems or the ingredients required to fabricate weapons of mass destruction (WMD). This potential availability of WMD to terrorist groups is of vital concern, especially as terrorists thrive in the "gray area" where notions of crime and armed conflict overlap.

USNORTHCOM must additionally prepare to support its federal, state and National Guard partners in responding to natural and manmade disasters. Natural disasters such as major hurricanes, earthquakes, or pandemics can overwhelm local and state emergency response assets and require significant allocation of military resources to help mitigate the effects of and support for relief and recovery efforts. Likewise, a terrorist attack, particularly one involving WMD, may not only cause overwhelming numbers of casualties, but may also initiate a multitude of cascading events which could require substantial military support of civil authorities. When needed, military assets must be organized, trained, equipped, ready, and immediately accessible to leverage the national and continental strengths, as appropriate.



Current trends indicate a future security environment that includes:

- Certain nation-states pursuing traditional, but constantly improving, capabilities including manned or unmanned aircraft, kinetic weapons, ballistic and cruise missiles
- Chemical, biological, radiological, nuclear and high-yield explosive weapons becoming increasingly available to adversaries
- Terrorism and associated tactics that are gaining in lethality, unpredictability, organization, and receiving significant financing.
- Emerging threats in the cyber and space domains including information system attacks and kinetic and non-kinetic attacks on space systems
- Globalization creating opportunities for economic growth and an impetus for expanding political freedoms, but also accelerating the spread of disease, WMD technology, extremist ideologies, and terrorism
- Adversaries seeking advantage by blurring the line between combatants and noncombatants

Threats of the future will exploit seams and vulnerabilities. Our Commands must close seams, eliminate vulnerabilities and enhance security so as to meet evolving challenges that are associated with an interconnected world. Achieving a truly seamless security posture is our perpetual objective.

## **MISSIONS**

NORAD and USNORTHCOM have complementary missions. The two Commands share common values, understanding the urgency and significance of our duties in light of very real and present dangers. The NORAD Agreement assigns the missions and responsibilities for Commander NORAD while the Unified Command Plan establishes the missions and responsibilities for Commander USNORTHCOM. We continually evaluate these mission statements to ensure they remain relevant and appropriate.

**NORAD Mission:** In close collaboration with homeland defense, security, and law enforcement partners, prevent air attacks against North America, safeguard the sovereign airspaces of the United States and Canada by responding to unknown, unwanted, and unauthorized air activity approaching and operating within these airspaces, and provide aerospace and maritime warning for North America.

**USNORTHCOM Mission:** USNORTHCOM anticipates and conducts Homeland Defense and Civil support operations within the assigned area of responsibility to defend, protect, and secure the United States and its interests.



## **VISION STATEMENT:**

### ***NORAD and USNORTHCOM shall become a Center of Excellence for Defending Our Homelands.***

We will serve as a universal model for collaboration, integrating aerospace and maritime warning, aerospace control and multi-domain homeland defense. We will champion collaborative efforts to take on challenging issues and develop solutions that are effective, efficient, unbiased and in the best interests of all whom we serve. We will aggressively explore and develop new, innovative and imaginative ways of thinking and willingly share our best practices.

**Our most solemn obligation is to defend our homelands.** NORAD and USNORTHCOM are committed to being leaders in continental and homeland defense for the United States and Canada, within the laws and policies set forth by both nations. We cannot afford to fail. Continually challenging assumptions and the status quo is crucial to our Commands' ability to defend, protect, and secure our homelands, and to respond appropriately to threats in a timely manner.

**We will respond not a minute too soon, or stay a second too long.** In providing defense support of civil authorities, we respond to natural and manmade disasters and help save lives, prevent loss and mitigate suffering.

**We must constantly challenge “the way it is” in favor of “the way it ought to be.”** As we look to the year 2020, we ensure success by creating, refining and transforming our operations as necessary to achieve unity of effort and unity of results. Innovation is key, as we continually reevaluate our processes, procedures and organizations, ensuring all efforts lead effectively to the best possible defense and security of our homelands. Our charter is clear--we must actively seek and aggressively advocate solutions that serve the best collective interests of national security and continental defense.

## **OUR PARTNERS**

Our Commands fully rely on the relationships we maintain with partners in the United States, Canada, Mexico and the many government and non-government agencies who are stakeholders in continental defense, security and civil support. We are united in purpose to provide increased security and defense of North America.

We will leverage the experience, expertise and capabilities of all potential partners, incorporating these into our plans, training, exercises and operations. Whether operating in a supported or supporting role, the forces employed for homeland defense or civil support must be able to team with every government, Service, and agency that provides capabilities which contribute to homeland and continental defense, security and support operations.



The unique and wholly necessary relationships we develop and employ with our partners will enable trust, mutual advocacy, improved collaboration, and enhanced capabilities. These relationships are a fundamental aspect of our commands' mission success and so we place special emphasis on:

**Respect and culture:** We will continue to respect the laws, sovereignty and values of all our partners and acknowledge the cultural sensitivities attendant to collective efforts. Depending on the nature of our response, our operations will be joint or combined. We will leverage the capabilities of our nations' Reserve Components and national, provincial, state, local and tribal organizations in order to provide for our common defense and security. USNORTHCOM will also reinforce the United States government's efforts to instill a "culture of preparedness" among our citizenry, and encourage our allies and neighbors to do the same.

**Collaboration, communication and engagement:** Collaboration is the fundamental cornerstone for every aspect of our operations. To facilitate this, partnership-building and deliberative engagement activities must be consistent, comprehensive and mutual. We will engage partners to reinforce trust, communication, cooperation and collaborative enterprise development, while enhancing information-sharing practices. We will develop and execute a robust and viable Commander's Communication Strategy so as to bolster the confidence of our nations' citizens, our partners and our allies in our ability and resolve to successfully accomplish each of our missions. We will contribute to a mission-success orientation among all prospective partners.

**Advocacy:** Working with diverse partners requires enhanced interoperability. To that end, we will advocate for partners' appropriate capabilities, competencies and resources. We will actively promote the development, availability and employment of a timely, comprehensive and relevant common operating picture for continental security, homeland defense and civil support. We will continue to lead military efforts to integrate, coordinate and synchronize with our mission partners as we advocate the training, equipment and resources necessary to accomplish our collective missions. In addition to endorsing tangible improvements, we will regularly encourage innovative approaches and philosophies for an effective combined defense.



## **STRATEGIC GOALS AND OBJECTIVES**

NORAD and USNORTHCOM have established goals and objectives that support our vision and mission statements. These goals and objectives are reviewed periodically to ensure they are relevant and appropriate to the way our commands plan, train and operate to execute our missions in a changing security environment.

### **Goal: Empower people, processes, organizational structures and relationships to effectively defend North America.**

Our people are our greatest resource and we will sustain the training, educational, and professional development opportunities necessary for continued excellence. We are committed to recruiting, developing, and retaining a Total Force team with the right skills to ensure mission success for our Commands. We will celebrate the achievements of our people while upholding principles to support integrity, personal dignity, self-worth, respect, and diversity.

*Objective 1 - Analyze organizational structures and internal processes to yield greater efficiencies and improve mission effectiveness; minimize the number of operational and organizational seams and provide the authorities, responsibilities, procedures, and practices that allow seamless integration with all mission partners*

*Objective 2 - Develop and empower our people and enable them to succeed*

*Objective 3 - Recognize and reward excellence and innovation*

*Objective 4 - Foster an environment of mutual respect and integrity*

*Objective 5: Encourage continued education for all members, enabling them to improve their job knowledge through on and off-the-job training and education programs*

## **NORAD STRATEGIC GOALS AND OBJECTIVES**

### **Goal 1: Detect, deter, and defend against aerospace threats to North America**

NORAD provides accurate, unambiguous and timely warning of aerospace attacks against North America, whether by aircraft, missiles or space vehicles. Using air, ground, and space sensors, NORAD detects, validates, characterizes, and assesses aerospace threats to North America and warns the governments of the United States and Canada. NORAD also provides response to unwanted and unauthorized air-breathing platforms approaching and operating within North American airspace. NORAD will continue to employ capabilities to detect, track, intercept, identify and respond to these platforms, whether they are in the form of aircraft, cruise missiles or remotely-piloted air vehicles. NORAD may be required to monitor, shadow, divert from flight path, direct to land and/or neutralize these platforms. NORAD will continue to team with Transport Canada, Navigation Canada and the Federal Aviation Administration to improve wide-area air surveillance capabilities while also working with other agencies to acquire persistent capabilities for detecting aerospace platforms that could threaten North America.



*Objective 1.1 - Identify and advocate for capabilities to provide persistent, wide-area surveillance and other capabilities to detect, deter, and defeat threats*

*Objective 1.2 - Provide timely, accurate and unambiguous warning and attack assessment and develop a fully-integrated aerospace picture*

*Objective 1.3 - Respond in a timely manner to air threats and, if necessary, precisely and decisively engage*

*Objective 1.4 - Maintain flexible, realistic, executable, rapidly-adaptable, and regularly-exercised plans*

*Objective 1.5 - Maintain and update a comprehensive bi-national threat alert system*

## **Goal 2: Provide timely, accurate maritime warning of threats to, and attacks against North America**

In the maritime domain, as well as in the aerospace domain, an active, layered, integrated defense best ensures our security. NORAD has been assigned the responsibility for providing bi-national maritime warning of threats against North America to the governments of Canada and the United States for response by the appropriate national commands and/or agencies. Many other organizations and agencies operate in the maritime domain. Therefore, the establishment and nurturing of effective partnerships with these entities will help ensure the necessary awareness of the maritime domain.

*Objective 2.1 - Provide bi-national maritime warning*

*Objective 2.2 - Increase bi-national situational awareness of potential threats in the maritime domain*

*Objective 2.3 - Identify and advocate for capabilities to provide maritime warning*

*Objective 2.4 - Leverage existing maritime intelligence, surveillance, warning and information systems, policies, procedures, structures and personnel*

## **Goal 3: Be a model for international cooperation in defense planning, execution, training, information management, and technological innovation**

Throughout its long and unique history, NORAD has defended Canada and the United States. NORAD has developed plans and exercised command and control of military forces of both countries for the aerospace defense of North America. Increased sharing of information and intelligence among the Canadian and American militaries, intelligence services and a variety of agencies and organizations is vital for the security of North America. NORAD will help increase bi-national, multi-agency and international cooperation in the pursuit of increased security.



- Objective 3.1 - Provide sound military advice to the Canadian and U.S. Governments on aerospace and maritime warning and aerospace control issues*
- Objective 3.2 - Promote programs and processes to improve bi-national information and intelligence sharing*
- Objective 3.3 - Continue to collaborate closely with USNORTHCOM and Canada Command*
- Objective 3.4 - Assist in the development of bi-national agreements*
- Objective 3.5 - Continue to develop mutual relationships with Russian military aviation authorities*
- Objective 3.6 - Promote bi-national cooperation to improve defense of the information infrastructure*

## **USNORTHCOM STRATEGIC GOALS AND OBJECTIVES**

### **Goal 1: Anticipate, defend, protect and secure against external threats and aggression**

USNORTHCOM is responsible for homeland defense, sustaining situational awareness and readiness 24/7 to protect the United States against a range of threats in all domains. In accordance with the laws of our land, we will work with our interagency partners such as Law Enforcement and the Intelligence Community to obtain and promptly exploit actionable information needed to protect the United States. Timely and actionable intelligence, together with early warning, is the most critical enabler for protecting the homeland at a safe distance. Threat awareness allows us to tailor our defensive posture so that adversaries may be convinced that their objectives in attacking would be denied and that any attack could result in an overwhelming response.

Should deterrence fail, we will employ operational forces that are trained and ready to respond and defeat threats at a safe distance from the United States. Our homeland defense plans focus our ability to defend, protect and secure against -- and defeat -- threats to the Nation. As circumstances dictate, we will rapidly adapt these plans and regularly exercise them with our homeland defense partners.

- Objective 1.1 - Improve situational awareness of potential threats in all domains*
- Objective 1.2 - Maintain operational readiness with correlated intelligence, access to ready operational forces, and regular interaction with mission partners*
- Objective 1.3 - Maintain flexible, executable, rapidly-adaptable, and regularly-exercised plans*
- Objective 1.4 - Advocate for capabilities to anticipate, defend, protect, secure the homeland, and defeat current and emerging threats*



## Goal 2: Provide timely and effective civil support

USNORTHCOM has a second core mission responsibility to support civil authorities by providing specialized skills and assets to rapidly stabilize and improve the situation in the wake of catastrophic events. At the direction of the President or Secretary of Defense, USNORTHCOM provides this support as part of a comprehensive national response to manage the consequences of an attack or a disaster. When civilian responders request assistance, we will anticipate being directed to provide our support and unique capabilities. Our ability to rapidly respond with the full range of military capabilities can be critical in saving lives; protecting critical infrastructure, property and the environment; containing the event; and preserving national security.

Prior planning and anticipating the types of requests that may arise in order to posture the appropriate military capabilities is critical for a timely response. Our support planning recognizes the possibility of multiple, simultaneous incidents in the homeland and the imperative to be prepared to support civilian responders in mass-casualty events. We will continue to participate in national-level civil support exercises, integrating all military capabilities, and will provide command and control of federal military forces in large, complex interagency operations. Along with others in the Department of Defense, we will work with government agencies and relevant stakeholders to increase their capacities and capabilities and the ability to work together. We will leverage our strengths and expertise in such areas as planning, training, and command and control in support of our interagency partners. Effective civil support operations also require standardizing operational concepts, establishing rapid assessment capabilities, employing a common operating picture, developing compatible technology solutions, and coordinating planning efforts.

*Objective 2.1 - Anticipate requests for civil support*

*Objective 2.2 - Provide military capabilities at the right place and at the right time*

*Objective 2.3 - Maintain flexible, executable, rapidly-adaptable, and regularly-exercised plans*

*Objective 2.4 - Support efforts to improve capabilities of mission partners*

*Objective 2.5 - Enhance interoperability and information-sharing with mission partners*

*Objective 2.6 - Advocate for National Guard and Reserve Component forces, training and materiel necessary to adequately respond to domestic emergencies--whether in a federalized or non-federalized role*



### **Goal 3: Improve unity of effort with our interagency and international partners**

USNORTHCOM cannot meet today's complex challenges alone. Success requires our adept integration into a unified strategy that coordinates our command's efforts with those of our mission partners. We will support and enable other agencies, advocate for their complementary resources, work toward common objectives, and support the building of our partners' capacities. Unity of effort requires that strategies, plans, operations, and future technologies be closely coordinated with our partners. We will serve as a member of a unified interagency team to address threats and to support other agencies in complex interagency operations.

We advocate development of an overarching national-level plan that coordinates the pre-attack actions of the federal government. This plan would clarify the distribution of effort among federal agencies, promote unity of results, and reduce uncertainty in the overlap of responsibilities and capabilities among homeland security partners. We will strengthen relations with our North American neighbors to foster an effective continental defense to counter terrorism, WMD, other transnational threats and their consequences, while contributing to global U.S. security objectives. We will evaluate the appropriate structures to enhance U.S.-Canada defense cooperation, strengthen our relations with Canada Command and develop a closer relationship with Mexico's armed forces.

*Objective 3.1 - Advocate and contribute to the development of a National Homeland Security Plan*

*Objective 3.2 - Develop better mechanisms for coordinating and integrating with our interagency partners*

*Objective 3.3 - Maintain an active theater security cooperation program*

*Objective 3.4 - Develop a close working relationship with Canada Command and continue to collaborate closely with NORAD*

*Objective 3.5 – Develop an improved relationship with Mexico, increasingly engaging them in exercises, planning and other efforts to enhance continental security*

*Objective 3.6 - Achieve technological superiority required to succeed in 2020 crisis environments*

### **OUR ENDURING MESSAGE**

It is a sacred honor to defend and secure our homelands, and our Commands proudly conduct this mission. As we look to the future, we recognize the challenges are great, but NORAD and USNORTHCOM will take on those challenges to meet the mission needs of 2020. Our Commands stand ready to lead or support all necessary operations, with the ultimate goal of defending our homelands, and helping to save lives, protect property and prevent or mitigate suffering. We will "be there" when needed—we will respond not a minute too soon or stay a second too late. Our missions and our vision dictate the highest standards for vigilance, service, and integrity. This must be so, since the citizens of our lands should not be concerned about our challenges, rather, they must be able to depend on our results. We owe them the best security and defense possible.