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9 August 2012

**Continental United States NORAD Region (CONR),
First Air Force (1AF)
And
Air Force Northern (AFNORTH)**

FY 2012-2023 Strategy



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TO: All Personnel

9 August 2012

FROM: CONR-1AF(AFNORTH)/CC

Subject: Letter of Promulgation, FY 2012-2023 Strategy

Change is the only constant – These words are still true today. Managing change effectively is the hardest challenge a leader faces. Foreign and domestic political-economic events, a changing physical world and increasing personal and professional interconnectivity will provide the context within we will innovate. We must steer a purposeful course to ensure that we can navigate such an uncertain landscape, and a carefully chosen set of standards will help us succeed. This Strategy identifies those standards as well as the end-states that are the compass for our journey. The future holds great challenge and opportunity; we must succeed in order to meet the American populace's expectations.

This strategy is your guidance for what to do and how to do it. We will focus our efforts and support the mission critical activities that ensure robust and relevant support to our citizens and the agencies that support them. We will ensure that our efforts are nested within, and support, higher level activity and guidance and we will adapt and overcome any and all obstacles. Our efforts must be constantly reviewed to maintain focus on the right thing, at the right time, identifying and garnering the resources required or identifying the risks of not acting.

Always remember, we have the honor of having mission-sets that directly impact the daily well being of our neighbors, parents, and children. We will continue to enhance our sixty year legacy of standing guard over North America, and assisting our citizens when required. You Airmen, both military and civilian, remain our most vital element. For that reason, we are "America's Airmen...on the Watch".



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FY 2012-2023 Strategy

Table of Contents

INTRODUCTION 4

PURPOSE 5

ENVIRONMENT 5

 CONR-1AF (AFNORTH)..... 5

 The Future Environment 7

COMMAND DIRECTION 8

 CONR-1AF (AFNORTH) Mission..... 9

 Commander’s Vision 9

 Commanders Intent:.....10

CONR-1 AF (AFNORTH) Enduring End-states11

 End-State 1: Homeland Air Defense11

 End-State 2: Airpower Support of Civil Authorities13

 End-State 3: Security Cooperation14

 End-State 4: Commander of Air Force Forces (COMAFFOR) Operations15

 End-State 5: Component Numbered Air Force (C-NAF) Airpower Enabler17

 Center of Gravity18

 Commander’s Priorities18

RISK19

CONCLUSION20

Appendix 1--Links to Higher Headquarters Strategy21

Appendix 2--Linkages to Higher Headquarters (HHQ) End-States / Priorities:.....22

Appendix 3--Enduring End-States to Airpower Functional Areas.....23

Appendix 4--The Living Strategy24

Appendix 5 – References25

CONR-1AF(AFNORTH) FY 2012-2023 Strategy

INTRODUCTION

Life is change and the 21st Century has held true to form. Our challenge is to address rapid and unanticipated change in the most effective and productive manner. General Martin Dempsey, Chairman of the Joint Chiefs of Staff, recently said that “The world today is less violent but also more dangerous than at any other time in human history...”¹ The key to navigating this dangerous and uncertain world is correctly identifying those things most important to the organization and establishing an approach to enhancing, maintaining or achieving those critical items. Equally important is timely, accurate measurement and assessment of our progress to ensure that change occurs and proceeds as desired.

North American military operations, especially those within the homeland, have unique restrictions. Due to the numerous interests represented in our plurality, military action is nearly always subject to the full glare of public scrutiny. This intense scrutiny is well earned, as often our operations are “center-stage” demonstrations of our support to the basic U.S. Constitutional guidance to “... provide for the common defense, and promote the general welfare....” Air, space and cyber power, properly executed within the strictures of law and policy, support this guidance. CONR-1AF (AFNORTH) will maintain our focus on America’s high ground, the domain that enables all others, and the safe, effective, and efficient execution of airpower (air, space and cyberspace).

This document conveys the enduring end-states towards which CONR-1AF(AFNORTH) will constantly navigate. Guided by the Commander’s Vision, navigation will be via various routes, accomplishing multiple objectives. The enduring end-states remain static, while the objectives will change due to environmental constraints or progress made. To reach the ends, a combination of this “Strategy”, an associated Implementation Plan, as well as campaign support plans, and operational orders will define the discrete tasks employed to achieve the objectives, while garnering the resources leveraged to enable task execution.

Terminology—various strategy documents use different terms to identify “what we want to achieve”, “what to do”, “how to do it” and “with what resources”. For this publication the following terms apply:

- *Enduring end-states* are the set of conditions necessary for operational success and provide a desired vision of the future;
- *Objectives* identify specific, focused elements of the end-state conditions;
- *Tasks* address “how to do” or sequence of actions (also known as Ways); and,
- *Resources* answer the “with what” question.

¹ American Forces Press Service article written by Karen Parrish titled “Dempsey: Nation Faces Security Paradox”, 13 Apr 2012 (<http://www.jcs.mil/newsarticle.aspx?id=872>)

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- Finally, *Risk* addresses either the chance of failure or unacceptable results in performing a specific task.

PURPOSE

CONR-1AF (AFNORTH) airmen must understand the direction and guidance contained within this document. It will enable all members to identify CONR-1AF (AFNORTH) priorities-what is important and what is not, given the situation at that time. The guidance will focus the command's efforts on achieving Commander's intent. It will ensure the focus is the right effort, on the right thing, at the right time and identify the resources required to do so, or risks of not doing so.

ENVIRONMENT

CONR-1AF (AFNORTH)

This command is responsible to three distinct higher headquarters with complementary, but different mission orientations: North American Air Defense (NORAD) Command, U.S. Northern Command (USNORTHCOM), and Air Combat Command (ACC).



The Northeast Air District, established in 1940, was redesignated First Air Force (1AF) with the specific mission of continental air defense. Though inactivated in 1985, 1AF was reactivated to provide organizational support for NORAD and, subsequently, USNORTHCOM. As one of three NORAD regional commands, Continental United States NORAD Region (CONR) supports the U.S. Secretary of Defense and the Canadian Minister of Defense in executing the bi-national command's treaty obligations. As USNORTHCOM's Air Force

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Service Component, Air Forces Northern (AFNORTH) provides air, space, and cyberspace capabilities in support of USNORTHCOM's missions. In its role as a Component Numbered Air Force (C-NAF), 1st Air Force (1AF) ensures assigned and attached US Air Force Airmen are commanded by an Airman, as well as supported and resourced by the USAF and Air National Guard.



As a tri-hatted command, CONR-1AF(AFNORTH) is charged with providing full spectrum air capabilities, employing airpower when directed and blending airmen support to airmen.

Mission Set History

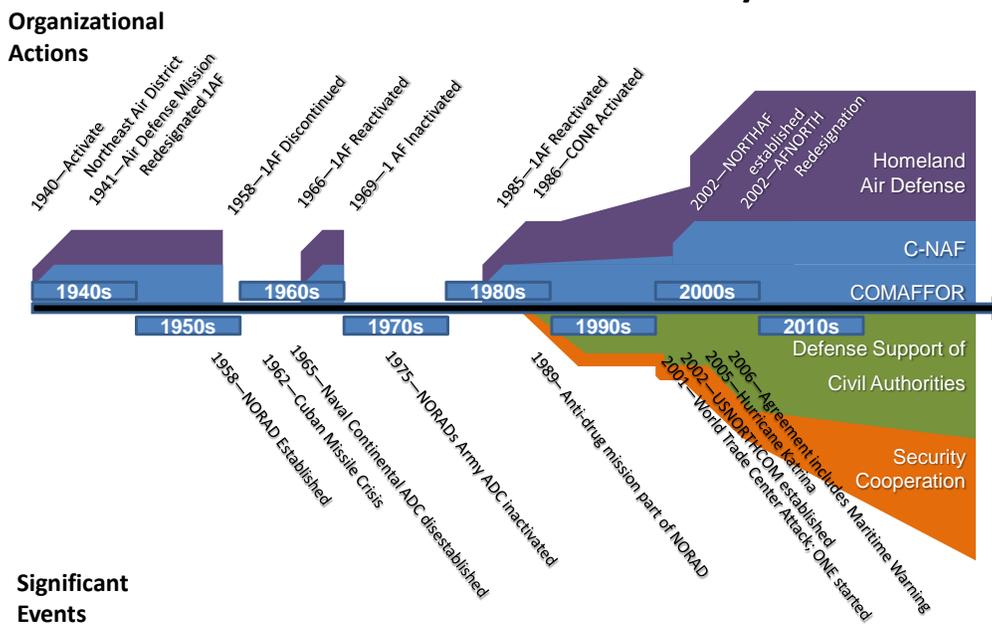


Figure 1 – Mission Set History

CONR-1AF(AFNORTH)'s number of assigned missions has grown concurrently with the increase in the number of its supported higher headquarters as well as in response to an evolving security environment. Figure 1 depicts the growth in mission sets, activity, and responsibility.

Each higher headquarters frames the Commands' geospatial boundaries differently. CONR, like NORAD, does not have specific boundaries, but is focused on the contiguous 48 States, Virgin Islands and Puerto Rico. AFNORTH follows the USNORTHCOM boundaries established in the Unified Command Plan, which includes CONUS, Alaska, Canada, Bermuda, the Bahamas, Mexico, Puerto Rico, Turks and Cacaos Islands, Virgin Islands, and the Arctic. ACC charters the command to represent and support assigned and attached USAF forces within the boundaries established by NORAD and USNORTHCOM.

The Future Environment

CONR-1AF (AFNORTH) will have to adapt to the rapidly changing strategic environment. Impacts of the global economic crisis, violent extremism, shifting regional balances of power, the proliferation of advanced technologies, and even the receding polar ice cap, will characterize a dynamic future security environment.

This future strategic environment is portrayed in numerous higher level documents such as the *National Security Strategy*, *The Joint Operating Environment (JOE)*, or the USAF's *Strategic Environmental Assessment*. These publications combined with the NORAD and USNORTHCOM Theater Strategy were used to frame our focused future look.

Within the North American continent, the next few decades are projected to be years of decreasing natural resource availability. Access to clean, potable water here and abroad will be important, possibly driving migrations. Technology and information transfers will continue to evolve, enabling greater information availability. Organizations will increasingly rely on cyberspace, and shared information will enable people around the world to know where resources are currently available. Petrochemical access and distribution, especially energy resources, will have significant fluctuations. Price fluctuations for fuel will affect airpower availability. Uncertain impacts of global climate change and the effects on trade routes with a second, larger, Panama Canal and the year-round availability of the Arctic's Northwest Passage will modify international distribution routes and the global commons. These changed distribution routes will create new security challenges.

Potential adversaries (both state and non-state actors) are acquiring or developing the means to challenge the U.S. military and threaten the U.S. Homeland. The NORAD Treaty will remain in effect, with some interpretive changes enacted by new and updated Terms of Reference. Though the U.S. will increase emphasis on the Pacific, relations with Europe, and NATO, will remain an organizational foundation to U.S. military interoperability. Demands for certain types of operations (potentially those associated with asymmetric warfare, humanitarian operations, and information gathering) are likely to increase within the command's operational area. At the same time, the Air Force budget, excluding contingency funding, which has been essentially flat since 2004, will decrease. Since 2001, the Air Force has reduced inventory by over 500 aircraft and has added new missions, while end strength has come down by thousands of airmen, leaving us next year with the smallest force since our inception in 1947. Meanwhile, the average age of Air Force aircraft has risen dramatically: fighters stand at 22 years; bombers,

35 years; and tankers, 47 years, constraining options to address emerging threats and requirements.

Expectations for DoD airpower to be more proactive in responding to man-made or natural disasters will be balanced against national defense needs and shaped by available resources. Local municipalities, with budgets shrinking, will request greater support/resources from State and Federal activities which in turn will have fewer resources to meet the increasing requests. DoD will remain committed to assisting responsible civil agencies to provide mandated support, while remaining prepared to respond in those infrequent times of extreme need when requirements exceed civil agency capability and the appropriate authority and direction is provided.



Transnational Organized Crime (TOC)² groups will continue to conduct illicit trade. Illegal trafficking will remain a problem, but will be impacted by security efforts. Some proceeds from illicit trade will be used to procure manufactured goods, which will be mixed with legal export trade enabling TOC operations elsewhere. Illicit trafficking profits will continue to be significant enough to entice continued TOC operations. The illicit flow of goods will use gaps in U.S. importation security controls as well as subverting legitimate transportation means.

COMMAND DIRECTION

Against this backdrop, CONR-1AF (AFNORTH) activities in support of the American people and our trusted partners will evolve within significant constraints. To guide the command into this murky future, we will:

² The term Transnational Criminal Organization (TCO) is being replaced by the term Transnational Organized Crime (TOC). For the purposes of this document, the two terms are interchangeable.

CONR-1AF (AFNORTH) Mission

CONR-1AF (AFNORTH) will defend the Homeland, support civilian authorities, and promote cooperative security by collaborating with trusted partners, presenting forces and conducting joint/combined air and space operations

This mission is ongoing, day-in, day-out. The sustainment and continual preparation to maintain this mission will also be ongoing, day-in and day-out. Members of CONR-1AF(AFNORTH) are continuously on the Watch to meet the needs of Homeland Defense and support to citizens and partners. The mission is achieved through the conduct of four mission sets:

- Homeland Air Defense: Air supremacy, to include Joint Integrated Air and Missile Defense operations, when directed/required.
- Airpower Support of Civil Authorities: Help civil agencies to maximize their air effects and command and control AF forces executing DSCA.
- Security Cooperation: Partner nation airpower enhancing U.S. national security.
- Commander of Air Force Forces (COMAFFOR) Operations: An organized, trained, tested and sustained Air Force command which prepares and supports fielded USAF airpower capabilities.

Through the articulation of vision, intent and other aspects, this strategy describes the way that these mission sets are to be pursued, and the necessary results, or ends, to be achieved.

Commander's Vision

America's Homeland air champion, ensuring uncompromised air defense and best-in-class air and space effects through anticipation, responsiveness and collaboration.



Figure 2 - Vision

The command vision (Figure 2) is our compass. Together, a dedicated and engaged workforce of airmen, of all Services and Agencies, will be unmatched in their abilities to conduct Joint and inter-agency airpower operations in defense of, and support to, our nation and people. Activities will ensure North American airspace is defended; civil air and space requirements are

met with credible capabilities; international partners' aerospace capacity expands to meet continental security and defense needs; with a culture of engaged and trained Airmen who exercise and execute decisively. CONR-1AF (AFNORTH) will strive to exploit any opportunity to improve our basic mission sets while ensuring no loss of capability occurs.

Commanders Intent:

Defend the Homeland, Support the People and our Partners One mission, four mission sets.

Developing Trusted Partnerships is paramount to CONR-1AF (AFNORTH) success. In our Homeland, DoD is nearly always a supporting member of a coalition. In order to be of value, relationships must be developed and trust built in advance of a crisis. We will identify and reach out to supported organizations in order to understand their requirements and tailor the way our organization meets their needs.

Employing airpower within the different mission sets can potentially establish conflicting practices and priorities. My intent is for the command to resolve conflicts while assessing any situation to ensure all requisite airpower is provided as needed in priority sequence. For Homeland air defense, the intent is to deter aggression everywhere, detect threats where necessary and defeat any threats when directed. The most effective ability for the command within Defense Support of Civil Authorities is to assist and maximize interagency partners' organic air effects while standing ready to provide support in times of America's greatest need. Our Security Cooperation efforts will maintain military-to-military communications. We will work to enhance our trusted partner nation's abilities to conduct airpower activities with a constant eye toward hemispheric security and cooperative defense. All activities will be supported by the organizational structure of the Commander of Air Force Forces (COMAFFOR), the Component-Numbered Air Force (C-NAF), which will leverage airpower effects to shape the force and our operational environment.



CONR-1 AF (AFNORTH) Enduring End-states

Taken together, the mission, vision and intent are embodied in four operational end-states for the organization. In addition to the four mission sets, previously mentioned, AFNORTH's engagement as a C-NAF is an essential enabler and is addressed at the same level as the mission sets. CONR-1AF (AFNORTH) will target five *Enduring End-States* to achieve effects in the four mission sets and the enabling activity.

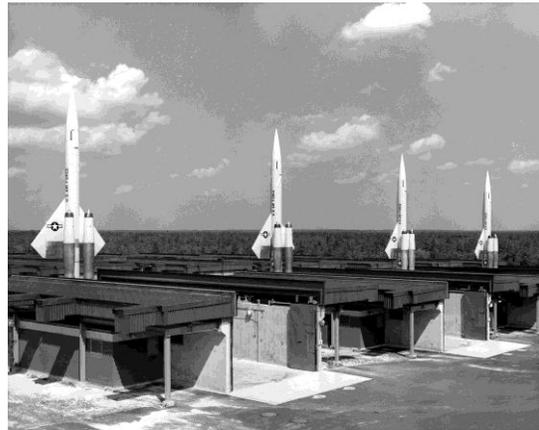
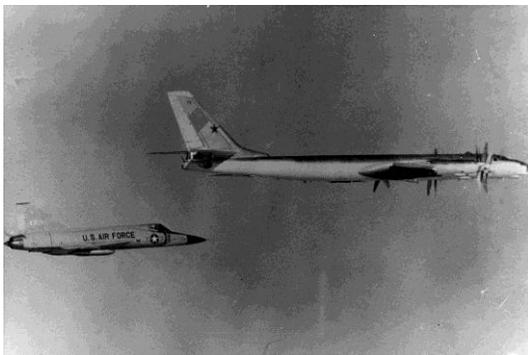
End-State 1: Homeland Air Defense: Air supremacy is maintained with counter-air operations conducted when directed/required. The command is recognized for its expertise in evolving national airspace defense; deters would be aggressors; and, provides a credible, integrated endgame defeat capability against theater ballistic missiles, long-range military aviation with cruise missiles, general aviation and airline platforms.



Responsibility for CONUS/VIPR aerospace defense includes a combination of warning, surveillance, assessment, decision, interdiction, termination, and communications resources. The air superiority counter-air capabilities inherently include forces / capabilities which are developed, exercised and tested to meet current and evolving threats while ensuring the enduring warning and engagement responsibilities are met. In Homeland Defense, maintaining control of the domestic air domain is informed by and requires the active involvement of numerous participating functional agencies at various levels of national power.

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Given the finite resources available, the complexity of the Homeland and the vastness of the air domain, Homeland Air Defense is guided by the requirement to: Deter Always, Detect Where Required, and Defeat When Directed.



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End-State 2: Airpower Support of Civil Authorities: Civil agencies are supported by maximizing their organic air domain capabilities; and, AF forces are leveraged to execute civil agency support operations in times of great need. Processes have been developed which enable rapid, effective and relevant response which is deconflicted with civil agencies which have maximized their airpower capabilities through collaborative planning and training. AF forces have trained to established tactics, techniques and procedures in order to organize and conduct rapid civil agency support operations. Air domain activities are conducted successfully in an environment characterized by high public expectations. Techniques, concepts, and requirements have been developed and exercised for responding to a complex catastrophe involving significant, cascading effects over a multi-state, multi region area.



Activities include developing, coordinating, and exercising processes and actions; identifying and working to gain relevant authorities; assisting, training and planning in collaboration with partner agencies / authorities in order to enable rapid, effective and relevant response. While initially encouraging and enabling civil agencies to respond first, the command will remain ready to provide necessary, timely and relevant support in the event of any civil response gaps. Pre-planning of requirements, processes and establishing relationships, will optimize these efforts. Established relationships will enable discussion and decisions on the return of responsibilities from DOD to civil agencies.



Complex catastrophe's will require a different approach, changing from a "pull" system to a "push" system due to the inability of local civil authorities to assess needs or communicate their assessments. The command must plan for and be prepared to organize and deploy while delicately balancing between assisting where required and avoiding interference when not required.

End-State 3: Security Cooperation: Partner nation airpower enhances U.S. national security. Established, enduring relationships are maintained with partners to enable military-to-military collaboration aimed at improving the security of each nation. Focused assistance efforts are aimed at individual partner nation abilities to improve capabilities, which enhance U.S. national security. Partner nation aerospace authorities are encouraged and assisted, when possible/necessary, to improve their air sovereignty abilities in order to degrade TOC aerospace activities to levels controllable by law enforcement agencies. Collaboration with our Arctic neighbors is accomplished to enable the peaceful opening of the Arctic and improve interoperability with our allies.



Different actions are required, within the TSC mission-set, for the theater's different national military capabilities.

Canada has a robust and efficient aerospace control system which achieves air sovereignty. Canadian engagements will focus on the Arctic, ensuring our two nations' forces can interoperate, and on encouraging full participation in ballistic missile defense activities, while continuing to preclude TOC activities in the airspace. Increased Canadian interest in Space operations should be leveraged to synergize our role as USNORTHCOM's Space Coordinating Authority with Canada's space organizations.



Conversely, Mexico and Bahamas have significantly less robust national aerospace control systems. This enables transnational criminal organizations the ability to use airspace in a relatively uninhibited manner, and opens a potential gap in air sovereignty and national security from hostile agents. Efforts will target the improvement of their national air sovereignty control. Increased partner aerospace capacity will enhance U.S. national security from rogue, irregular and TOC threats.

End-State 4: Commander of Air Force Forces (COMAFFOR) Operations: A well organized, trained, tested and sustained Air Force command which prepares and supports fielded USAF airpower capabilities. A nationally recognized total force COMAFFOR; conducting preparatory actions to achieve airpower effects by: maintaining a rapidly deployable liaison cadre with necessary reach-back capability; accomplishing the mission specific organizing, specialized theater-training and support functions for assigned/attached USAF forces; and, building/integrating mission specific future capabilities, such as cyber awareness and access to the national airspace structure to include remotely piloted vehicles.



The COMAFFOR exercises his responsibilities for mission specific organize, train (theater-specific), equip (theater-specific) and sustainment of assigned and attached USAF forces through administrative control channels with the Service. The commander

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also accomplishes mission specific preparatory actions to present USAF forces to the employing commander, and retains a capability to employ the forces if so directed.

Activities inherent in these responsibilities includes ensuring mission specific theater Service standards, practices, policies and procedures are developed, disseminated and adhered to; communications and relationships with Service agencies and forces are established and grown; command, control, communications, and a common airpower picture is established; and, AF tactics, techniques and procedures are developed, vetted and synchronized with joint TTPs.

As the airpower expert, it is incumbent upon the COMAFFOR and staff, using previously developed contacts, to reach across Service and interagency lines to ensure airpower is presented as a whole. Such actions make the COMAFFOR the obvious choice for selection as the joint force air component commander (JFACC). The domestic COMAFFOR operating within national boundaries, under national civil authorities, will engage civil aerospace activities to ensure the full capabilities of airpower can be leveraged in any situation.



Finally, the COMAFFOR is prepared to conduct USAF unilateral operations. Examples include using the Civil Air Patrol (CAP) in its role as Air Force Auxiliary (AF Aux) on an Air Force assigned mission supporting Drug Enforcement Agency eradication efforts. This is an Economy Act request from DEA to USAF, with SECDEF indicating that AF Aux activities would be handled via the USAF, not by the geographic combatant commands. These operations, while supporting the Service, Inter-Agency and/or other DoD activities, are not a joint effort.

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End-State 5: Component Numbered Air Force (C-NAF) Airpower Enabler: A recognized and respected advocate enabling Joint / Interagency homeland airpower capabilities across all missions. The C-NAF identifies and requests resources for full spectrum, theater-wide aerospace operations; employs generalized (non-mission specific) tactics, techniques and procedures which are coordinated, codified and exercised; and, provides warning, surveillance and decision quality assessments to command authorities and appropriate partners.



AFNORTH works with all USAF major commands, particularly ACC, ANGRC, AFRC, and the Joint Staff to provide airpower capabilities in support of NORAD and USNORTHCOM homeland operations. To achieve unity of effort, the COMAFFOR/JFACC occupies a unique position that can advocate and coordinate airpower effects across joint, interagency and sometimes international lines of authority. This “enabling” function sets the “steady-state” framework; while actions support the enduring end-states across specific mission-sets. The command provides some activities, but much more is achieved by engaging, advocating and leveraging other agencies, often higher headquarters, to accomplish, establish or otherwise perform an action. The culmination of these actions enables the command to bring full-spectrum, coordinated airpower to bear on behalf of the combatant commander and nation.

Homeland Operations result in overlaps between national aerospace security and national aerospace defense. Engaging trusted interagency and international partners ensures focused, cooperative and non-competitive responsibility arrangements.

Command focus toward the Enduring End-States will be via defined objectives and supporting tasks. The *CONR-IAF (AFNORTH) Implementation Plan* will establish the initial

objectives and processes. The objectives and supporting tasks will be further defined and implemented in subsequent publications. This is portrayed in appendix 4.



Center of Gravity

The CONR-1AF(AFNORTH) center of gravity is *credible air effects*. Our mission is focused on ensuring airpower is available and precisely delivered in response to a requested need within appropriate direction. The support provided to the nation, DoD, the geographic combatant command (USNORTHCOM) and the Service(s) is gauged and judged by the effects achieved. Decisive airpower effects in support of our customers are achieved through superior situational awareness, extensive coordination, and collaboration. The achievement of credible air effects is at the foundation of the partnerships that are essential to operational success in the Homeland. It is the measure by which CONR-1AF(AFNORTH) will be judged and sustained.

Commander's Priorities

Standing operational priority of effort within the command will be: 1) homeland air defense, 2) airpower support of civil authorities, 3) security cooperation. The emphasis of our wingman culture is mission first, people always. These are our priorities; however, the command executes other functions which must continue. This results in an interweaving of efforts. For any specific situation, the command's priorities will constantly be shaped by the existing and time sensitive current situation. While defeating an on-going aerial attack will take precedence over almost any other activity, the command's daily activities comprise a wide range of endeavors. The following guide (Figure 3) provides priority guidance. The chart depicts the relative priority and thus the relative risk associated with the identified activities.

	Priority 1 -Must Do-	Priority 2 - Essential-	Priority 3 -Important-
End-State 1 Homeland Air Defense	<ul style="list-style-type: none"> • J-IAMD point defense • Air defense (e.g. O.N.E.) • Securing the O.N.E. Enterprise • NSSE D-IAMD 	<ul style="list-style-type: none"> • Symmetric threat defense • Rogue Actor 	<ul style="list-style-type: none"> • Low observables • BMD • C2 COOP
End-State 2 Airpower Support to Civil Agencies	<ul style="list-style-type: none"> • Inland SAR operations • Security (LEA support) • Complex catastrophe response • CBRN Enterprise response 	<ul style="list-style-type: none"> • Emergency disaster declarations • Support to Law Enforcement Agencies • Limited disaster 	<ul style="list-style-type: none"> • Other defense support to civil authorities • Pandemic response
End-State 3 Security Cooperation	<ul style="list-style-type: none"> • Open door engagements 	<ul style="list-style-type: none"> • Increase support to security activities • Transnational Organized Crime • Foreign humanitarian assistance 	<ul style="list-style-type: none"> • Increased partnership interoperability • Partner enhanced continental defense capacities / capabilities
End-State 4 COMAFFOR Ops	<ul style="list-style-type: none"> • Sustain fielded forces • Force protection (e.g. Watch) 	<ul style="list-style-type: none"> • Organize, train & coord equipage of PTDO forces • Correct missing mission essential capabilities 	<ul style="list-style-type: none"> • Develop mission specific TTPs • Shape USAF capabilities to provide mission capabilities
End-State 5 C-NAF Enabling	<ul style="list-style-type: none"> • Maintain mission essential capabilities 	<ul style="list-style-type: none"> • Maintain mission enhancing capabilities • Pre-authorize operational organizations 	<ul style="list-style-type: none"> • Get new mission enhancing capabilities • Establish unique doctrine or policies • Promote command legacy

Figure 3 – Priorities

RISK

Operational risk is elevated to significant levels in the Homeland where the impact and visibility of mission failure can be very significant. Certain risks merit special attention in the Homeland and as such must be identified and mitigated. These particular risks include:

- Partnerships. Isolation from the Interagency poses an unacceptable risk to CONR-1AF (AFNORTH) mission accomplishment.
- Forces. Inability to identify, resource and/or provide properly organized, trained and equipped USAF forces to accomplish NORAD and USNORTHCOM directed tasks will undermine the C/JFACCs ability to control combined/joint airpower on behalf of the Joint Force Commander.
- Technology. Unresolved limitations to evolving airpower technologies within the National Airspace System limit USAF, and DoD, effectiveness.
- Manning. Decreasing personnel availability impacts an ability to rapidly coordinate and partner with joint, interagency and international security partners.

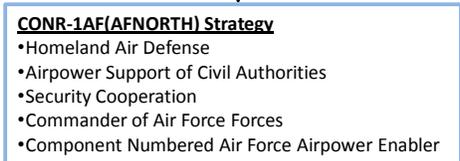
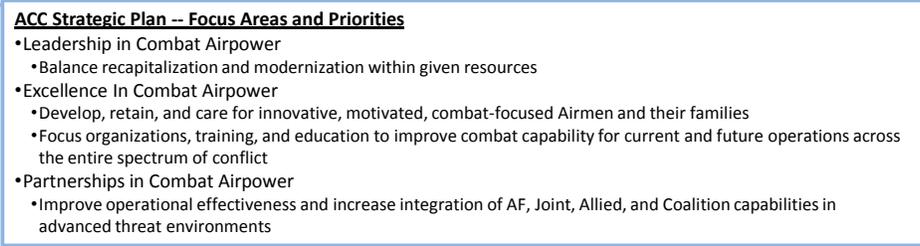
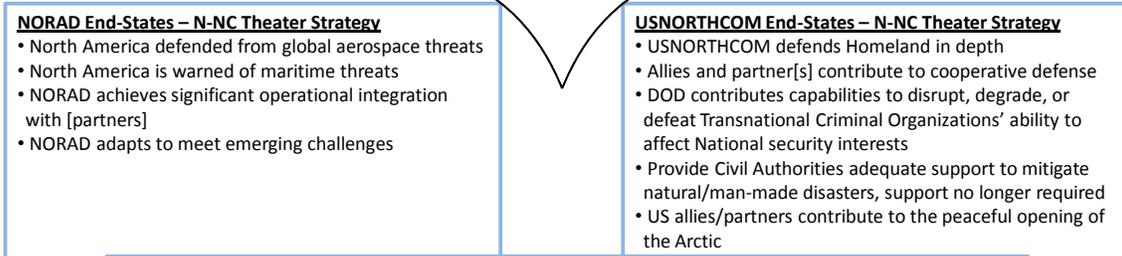
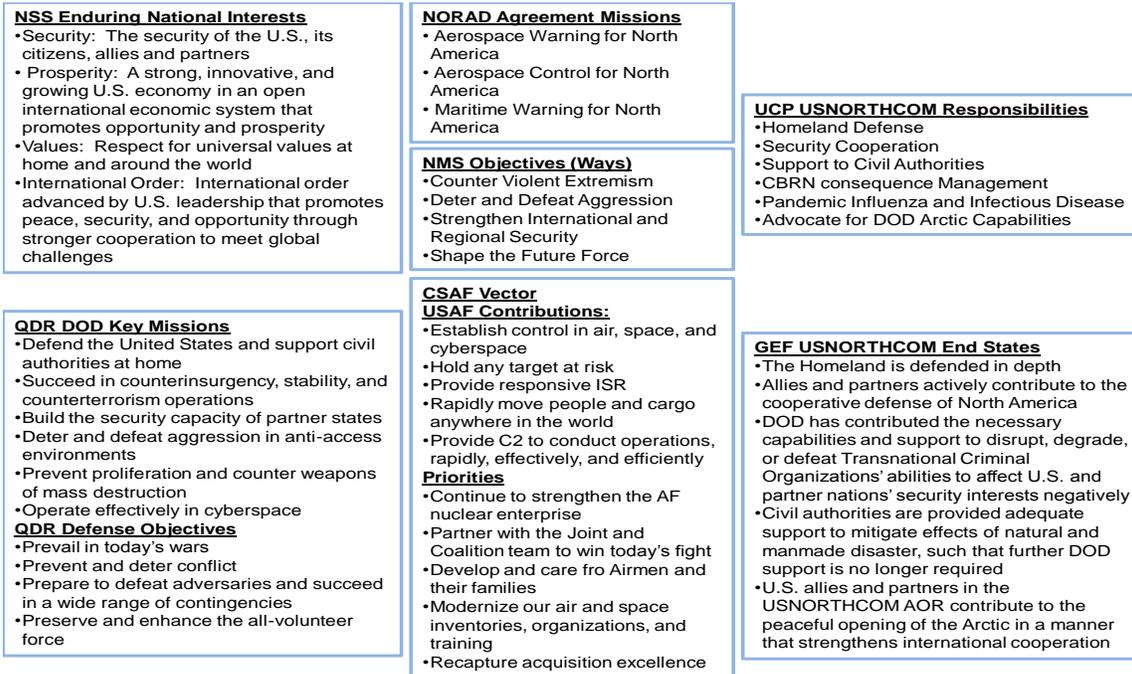
The risks described above must be identified, monitored and addressed to mitigate impact on the achievement of desired effects and ultimately achieving the desired end-states. Mitigation will include minimizing mission growth, and ultimately abandoning lower priority functions. Risk will be accepted, after command involvement, with the lesser priority functions sacrificed to ensure operational Homeland Air Defense is not jeopardized.

CONCLUSION

The future holds many challenges. Identifying possible threat axes and defending against an air attack will remain forefront in our efforts. Steady-state efforts to enhance our interagency partner's abilities to provide resources and air domain effects in response to a man-made or natural disaster, while retaining the capacity to act unilaterally when directed, will continue. Expanding efforts to assist partner nation airpower organizations to build their capacity will continue to enhance the nation's security by building defense in depth. A strong and resilient USAF organization will provide the foundation for credible air effects. Clear and focused air component leadership will ensure that we execute our mission and remain faithful to our airmen. We are America's air experts and we will meet that standard. America's Airmen ... on the Watch.



Appendix 1--Links to Higher Headquarters Strategy



Appendix 2--Linkages to Higher Headquarters (HHQ) End-States / Priorities:

Demonstrating which of our Enduring End-States support a HHQ end-state or priority ensures our direct support to national strategies and ensures that the national strategies include all the aspects deemed important at the operational levels. Our linkages are:

CONR-1AF(AFNORTH) Enduring End-States HHQ End-States / Focus Areas	1AF 1 Homeland Air Defense	1AF 2 Airpower Support of Civil Authorities	1AF 3 Security Cooperation	1AF 4 COMAFFOR Operations	1AF 5 C-NAF Airpower Enabler
N-1: Aerospace Defense: North America is defended from global aerospace threats through: 1) timely indications, assessment and warning; 2) interdiction of air-breathing attacks	X		X	X	X
N-2: Maritime Warning: North America is warned of global maritime threats through timely indications, assessment, and dissemination					
N-3: Ops Integration: NORAD Achieves significant operational integration with U.S. and Canadian military and civil agencies, through processing and dissemination of information and intelligence				X	X
N-4: Adaptation: NORAD adapts to meet emerging strategic and operational challenges through modernization concepts and force structure requirements	X				X
NC-1: Homeland Defense: The Homeland is defended in depth	X		X	X	X
NC 2: Cooperative Defense: Allies and partner nations actively contribute to the cooperative defense of North America			X	X	X
NC 3: Counter-TCO: DOD has contributed the necessary capabilities and support to disrupt, degrade, or defeat TCOs' abilities to affect U.S. and partner nations' security interests negatively			X	X	X
NC 4: DSCA: Civil authorities are provided adequate support to mitigate effects of natural and man-made disasters, such that further DOD support is no longer required		X		X	X
NC 5: Arctic Cooperation: U.S. allies and partners in the USNORTHCOM AOR contribute to the peaceful opening of the Arctic in a manner that strengthens international cooperation			X		X
ACC 1: Leadership in Combat Airpower —Balance recapitalization and modernizations within given resources					X
ACC 2: Excellence in Combat Airpower —Develop, retain, and care for innovative, motivated, combat-focused Airmen and their families; Focus organizations, training, and education to improve combat capabilities ... across the entire spectrum of conflict					X
ACC 3: Partnership in Combat Airpower —Improve op effectiveness and increase integration of AF, Joint, Allied, and Coalition capabilities in advanced threat environ's			X	X	X

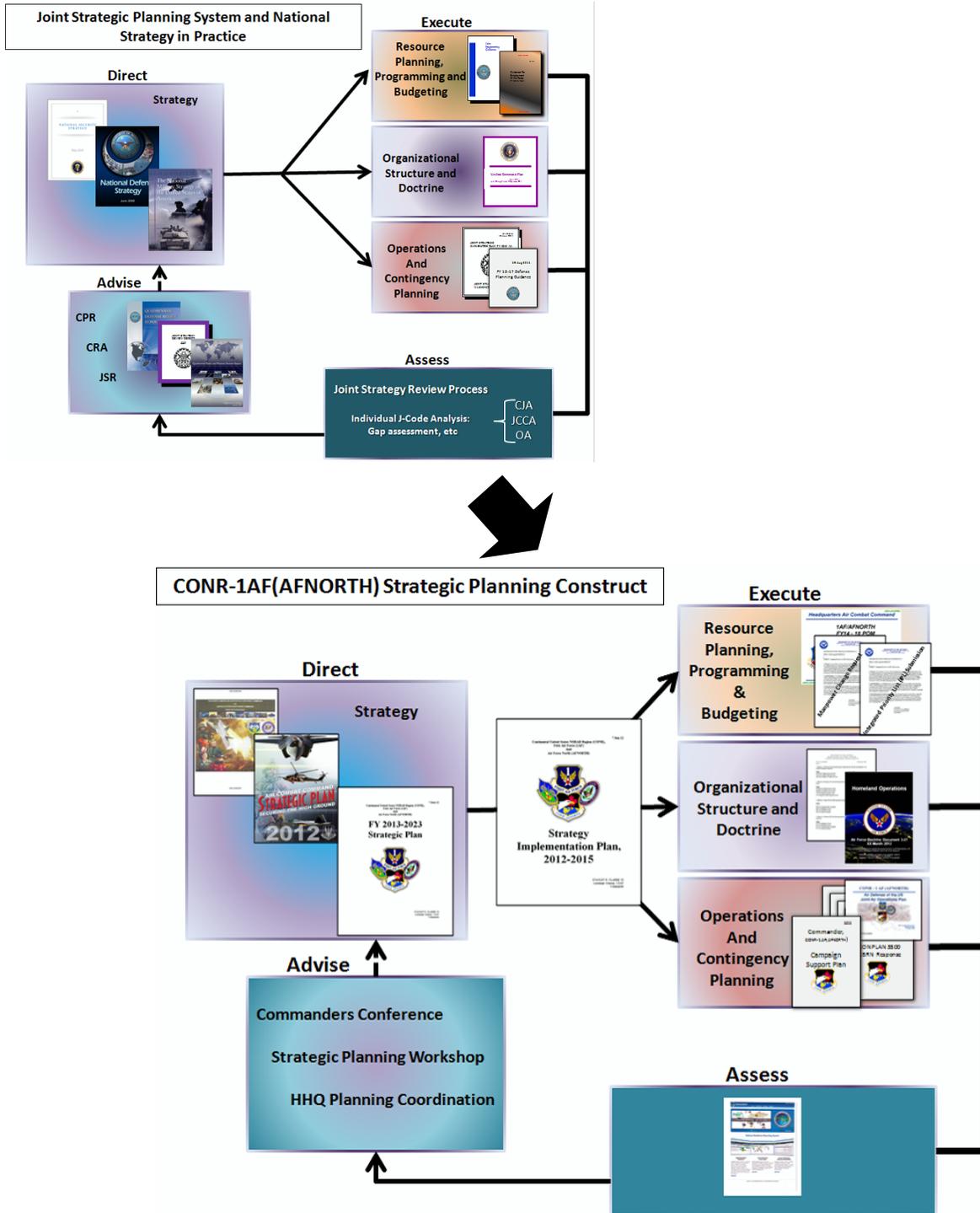
Appendix 3--Enduring End-States to Airpower Functional Areas

To accomplish the Enduring End-States, resources will come from different airpower functional areas. The direct application of these resource areas will be slightly different within the homeland than normally expressed in an overseas or kinetic warfare environment. The following are the macro level linkages:

CONR-1AF(AFNORTH) Enduring End-States Airpower Functional Areas	1AF 1 Homeland Air Defense	1AF 2 Airpower Support of Civil Authorities	1AF 3 Security Cooperation	1AF 4 COMAFFOR Operations	1AF 5 C-NAF Airpower Enabler
Operational / Integrating Concepts	X	X	X	X	X
Nuclear Deterrence Ops					
Air Superiority	X		X	X	X
Command and Control	X	X	X	X	X
Global Integrated ISR	X	X	X	X	X
Global Precision Attack			X	X	
Personnel Recovery	X	X	X	X	X
Space Superiority	X	X			
Cyberspace Superiority	X			X	X
Special Operations		X	X	X	X
Rapid Global Mobility	X	X	X	X	X
Building Partnerships	X	X	X	X	X
Agile Combat Support	X	X		X	X

Appendix 4--The Living Strategy

Similar to national and joint processes, this strategy establishes enduring end-states which will inform other efforts to garner resources; establish the doctrine, policies and structure; and plan for execution operations. Sub-process informs the other processes when some new resource, policy, doctrine or objective is needed, developed or gotten.



Appendix 5 – References

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