



# ***FLIGHT PLAN 2012***

## ***A 5 - Year Capabilities Plan***

***Maj Gen Henry C. Morrow***  
***Commander***

***1 January 2008***





## **CONR-1 AF (AFNORTH) Flight Plan 2008-2012**



### **PURPOSE**

It is the Air Forces 60<sup>th</sup> anniversary and almost the 50<sup>th</sup> anniversary of the NORAD Agreement. I would like to honor our past, but challenge CONR-1AF (AFNORTH) to anticipate and prepare for where we want to be in the future. Flight Plan 2012 will be our capabilities plan for the next five years, but we also need to focus on our longer range strategic vision and direction as we move towards the year 2020. This effort in concert with the Flight Plan will serve as the basis for future priorities and resource allocation for CONR-1 AF (AFNORTH) and subordinate units. Operationalizing our vision and capabilities in the flight plan will convey to America CONR-1 AF (AFNORTH) contributions to our Nations' security.



A handwritten signature in blue ink, reading "Henry C. Morrow".

**HENRY C. MORROW**  
Major General, USAF  
Commander

As our Air Force and sister services transform to meet the global challenges to our nation and the dynamic nature of future operations, CONR-1 AF (AFNORTH) must develop and employ new capabilities to ensure that our organization remains relevant and ready to respond to any

Homeland Defense and Defense Support of Civil Authorities (DSCA) operations. The threat and the environment, in a global context, have shifted dramatically over the past decade. It is reasonable to assume that the rate and kinds of changes will continue if not accelerate in the next decade. With the advancement of new information and knowledge systems, an opportunity for CONR-1 AF (AFNORTH) to do operations in new ways and more effectively will streamline and shape decision-making and operational outcomes.

## **OPERATIONAL ENVIRONMENT**

Our capability to achieve technical superiority in future operations will be a vexing problem. Perhaps no single factor has as much potential as the information explosion for changing the way in which our organization functions. The widespread adoption of information technologies in recent years has set the stage for a social transformation of historic magnitude. Moore's Law predicts that the transistor density on silicon chips will double every 18 to 24 months and is the driver in making unprecedented amounts of information instantaneously available to the world at an ever-diminishing cost. This cheap revolution is a first order effect of Moore's Law. This flip side so to speak implies that prices will drop 50% every 18 to 24 months with the same computer performance. A second order effect is that Moore's Law has put enough zip into PC's that it has driven the current hypercharged globalization. Cheap technology is the entry ticket to the global economy and it is enabled by the cheap computer chip that allows virtually anyone with a Web-enable phone or device to participate. This is great for capitalism, but it also has huge ramifications for future threats and how we will be expected to respond to those threats.

CONR-1 AF (AFNORTH) must find ways to deal with streetfighters, another name for asymmetric threats who refuse to play by International Rules. Their viciousness has the potential to create corrosive moral dilemmas using cutting edge technologies. Most technologies improve the performance of existing operations. These technologies are called sustaining technologies. Disruptive technologies do something different. They create an entirely new proposition pertaining to operations and threats. They improve the performance in relation to new operational criteria. Capabilities which are based on disruptive technologies are often smaller, cheaper, simpler, and easier to use.

Our Armed Forces must remain ready to fight even as they transform. Embracing change in its approach to transformation will ensure US military superiority remains unmatched. Such an approach requires effective balancing of resources to recapitalize critical capabilities and modernize some elements of the force to maintain readiness while investing in programs that extend US military advantages into the future.



Future events will not occur in isolation except for a purpose, such as deception. The alternative instead will be that events happen in multiple locations across multiple domains (air, ground, sea, space, and cyber) at synchronized times creating the greatest tangible and intangible second and third order effects. Asymmetric adversaries will attack friendly forces and capabilities, even though the U.S. military will be taking the fight to our enemies around the world. AFNORTH must prepare its leaders, command and control capabilities, and organization to withstand these potential simultaneous events in multiple locations in the United States. We must also be prepared to support operations against highly capable and adaptive threats around the world in multiple locations. From a macro perspective our military will have to broaden its outlook of modern conflict to one that is more holistic with regards to all elements of national and organizational power. It must learn to manage many fights that may be in the CONUS as well as in other theaters at the same time, some will be tangible and others intangible, and across all domains to include space and cyberspace.

No sanctuaries will exist, attacks will occur in CONUS against military and non-military targets. Asymmetric attacks can be expected in multiple locations with a variety of weapons to include Weapons of Mass Destruction (WMD) and in particular information operations (IO). No sanctuary means that awareness and training paradigms must change to include military families, key civilian knowledge workers, and owners of critical infrastructure that support military capabilities. Such training will emphasize our interagency collaboration at the federal, state, and local level.

## SECURITY ENVIRONMENT

The United States will likely remain the dominant economic, military, and political power during the next decade. We can expect other world actors will accumulate power in certain dimensions and in some instances will directly challenge the United States, both abroad and here in America. Concurrently, there will be a clear diffusion of power within International Relations away from central governments. This is the result of the spread and application of technology, specifically information technology. This shift of power to supra-national and sub-national levels will affect how the United States relates to other actors resulting in another complexity to operations.

The national leadership has articulated through the National Security Strategy (NSS) the need for a broad new portfolio of military capabilities that are fostered by innovative thought, experimentation, new approaches to warfare, and strengthened joint operations. This strategy establishes an enduring process of transformation that is designed to maintain U.S. dominance across the spectrum of conflict. This process is not based on dealing with a specific threat or environment, but will be based on capabilities that can deal with a variety of dynamic and operational environments.

Adversaries capable of threatening the United States, its allies, and its interests range from states to nonstate organizations to individuals. There are states with traditional military forces and advanced systems, including cruise and ballistic missiles, which could seek to control key regions of the world... Some states sponsor terrorists, providing them financial support, sanctuary and access to dangerous capabilities. There are non-state actors, including terrorist networks, international criminal organizations and illegal armed groups that menace stability and security. Even some individuals may have the means and will to disrupt international order. Some of these adversaries are politically unconstrained and, particularly in the



case of non-state actors, may be less susceptible to traditional means of deterrence. Adversaries increasingly seek asymmetric capabilities and will use them in innovative ways. Such adversaries will target civilian populations, economic centers and symbolic locations as a way to attack US political will and resolve.

## **POLITICAL - MILITARY ENVIRONMENT**

We cannot be omniscient and predict what the future will bring. There are arrays of possibilities which cannot be known in advance, but need to be considered, especially in the Political-Military Environment. Random acts and accidents have and will continue to have a great impact in the history of the world. Assassinations, scientific discoveries, acts of God and nature all have played a role and will no doubt continue to do so in the future.

The United States is six years into the Global War on Terror. The cost of Iraqi Freedom through 2007 has been \$450 billion dollars. The Congressional Research Service estimates that costs for current operations are running 10 billion dollars per month. These bills come at a time when our costs for the war in Afghanistan are also rising. On top of these we are bolstering our domestic defenses and across all branches of the military trying to replace decrepit aircraft, warships, and ground equipment.

CONR-1 AF (AFNORTH) and the Air Force, along with the other services have a huge stake in future deliberations concerning Federal Budget nonsecurity spending and tax legislation. The current National Debt is \$9 trillion dollars and is already limiting our ability to recapitalize and borrow for urgent security needs. Entitlements such as Social Security and Medicare will compete for more of the budget and impact future military top line expenditures. One projection for 2030 has the costs of Social Security showing a shortfall of 250 billion dollars when 79 million baby boomers retire. How the Government resolves these fiscal challenges will impact Military Transformation in both the short and long term.

American democracy is rooted in the precepts of federalism - a system of government in which our state governments share power with federal institutions. Our structure of overlapping federal, state, and local government's spans over 87,000 different jurisdictions provides unique

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challenges for Homeland Defense and especially Defense Support of Civil Authorities.



The events of September 11, 2001, revealed gaps and seams across the United States government that both contributed to the success of the attacks and hampered an effective response to the consequences. One result was that the traditional

NORAD focus on the external threat changed radically to address the need to look inward. We at CONR-1AF (AFNORTH) must become adept at integrating our efforts with those of our mission partners. Our *Vision* states that supporting and enabling other agencies, working toward common objectives, and building the capacity of partners are indispensable elements in this effort. Unity of effort requires that strategies, plans, operations, and future technologies be closely coordinated with partners. We must work as part of a unified team to address threats and to support other forces and agencies in complex interagency operations. America's strategies for providing homeland defense and civil support are founded on constitutional principles. State and Federal governments serve their constituents through constitutions that define the responsibilities of their respective leaders. Governors often cite Article 10 of the Constitution: "The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people." While blurred by time and precedent, this article still bars the Federal Government from many direct actions within the domestic arena. There is shared state and Federal accountability for the defense and security of our homeland. Thus, CONR-1AF (AFNORTH) must work in concert with states and their Governors to ensure integrated planning and response across the homeland defense, homeland security, and civil support mission spectrum. Unique among geographical combatant commands, CONR-1AF (AFNORTH) must plan and respond

*America's Air Component and AOC*



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collaboratively with over 50 sovereign entities—the states and territories within its area of responsibility, in addition to our neighbors, Canada and Mexico. The Department of Homeland Security (DHS) National Response Plan, published in 2005, provides the structure and mechanisms for national level policy and operational coordination for domestic incident management. While not a plan in the *military* sense, it describes the structure and processes comprising a national approach to domestic incident management designed to integrate efforts and resources. It assigns departmental responsibilities for 15 emergency support functions as coordinating, primary, or supporting agencies. DOD is a supporting agency to all 15 emergency support functions and is primary in one. CONR-1AF (AFNORTH) has responsibility within DOD for coordinating and controlling Title 10 forces, which are committed to Federal support. The key principle in this environment is that DOD and CONR-1AF (AFNORTH) are almost always in support of another Federal department or agency when providing defense support of civil authorities.

## MISSION and VISION



**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

**NORAD Vision:** NORAD and NORTHCOM shall become a Center of Excellence for Defending our Homeland



**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

**USNORTHCOM Vision:** NORAD and NORTHCOM shall become a Center of Excellence for Defending our Homeland



**CONR-1 AF (AFNORTH) Mission:** CONR-1AF (AFNORTH), in close collaboration with interagency and allied partners, anticipates and when directed conducts Homeland Defense and Civil Support operations to defend, protect, and secure the United States and its interests.

**CONR-1 AF (AFNORTH) Vision:** CONR-1AF (AFNORTH) 21ST Century Professionals doing Full-Spectrum operations to support and defend our Homeland and its interests.

# **1 AF COMMANDER'S PRIORITIES & PRINCIPLES**

## **CONR-1 AF (AFNORTH) will shape the environment to:**

- Win the War on Terror, while defending the nation
- Transform to optimize the military utility of CONR-1 AF (AFNORTH) systems to meet 21<sup>st</sup> Century challenges and events
- Adapt to serve in new mission areas while maintaining relevance on the home front

## **CONR-1 AF (AFNORTH) will follow these Guiding Principles:**

- Build Coalitions and Partnerships through collaboration and information sharing
- Develop CONR-1 AF (AFNORTH) Human Capital through training and professional growth
- Innovate by application of new concepts and creative approaches
- Operations will be as transparent as possible and routinely measured for success of our progress

***CONR – 1 AF (AFNORTH) and subordinate unit goals/objectives will directly support COCOM Strategic Goals and Objectives through application of defined USAF capabilities.***



## **OPERATIONAL GOALS and OBJECTIVES**

NORAD and USNORTHCOM have established goals that support their vision and mission statements. These goals are reviewed periodically to ensure they are relevant and appropriate to the way their commands plan, train, and operate to execute their missions in a changing security environment. They directly relate to our Mission and Vision that will guide our decisions and actions for the next two to three years. These goals will be used as guidance for CONR – 1 AF (AFNORTH) goals and objectives development.

### **NORAD Strategic Goals**

- Goal 1:** Detect, deter, and defend against aerospace threats to North America
- Goal 2:** Provide timely, accurate maritime warning of threats to, and attacks against North America
- Goal 3:** Be a model for international cooperation in defense planning, execution, training information management, and technological innovation

### **USNORTHCOM Strategic Goals**

- Goal 1:** Anticipate, defend, protect and secure against external threats and aggression
- Goal 2:** Provide timely and effective civil support
- Goal 3:** Improve unity of effort with our interagency and international partners



### ***CONR-1 AF (AFNORTH) Area of Interest / Operations***

## CONR-1AF (AFNORTH) GOALS and OBJECTIVES

CONR-1 AF (AFNORTH) has established goals and objectives that support our vision and mission statement. These goals and objectives as a part of a living document will be reviewed periodically to ensure that they remain relevant to the way we plan, train, and operate in execution of our missions across the domains in a dynamic threat environment.

The goals outlined in this Flight Plan highlight the end states that we must achieve to meet the many challenges we face in realizing our mission and vision. These end states are driven by the Commanders Priorities and by our operating principles. Each goal is supported by multiple objectives and can be thought of as the ways and means to achieve the end state. Objectives will have milestones that will define specific actions we will take to achieve our goals and will be the score card for measuring the organizations success in achieving our goals.

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**Goal 1: Detect, deter, and defend CONUS/VIPR from threats across applicable domains through sustained air, space, maritime warning and cyberspace capabilities.**

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*Objective 1.1 – Anticipate and respond in a timely manner to all aerospace threats and if required respond decisively.*

### **1-Year Milestones (2008)**

**Build relationships with interagency partners (States, FEMA, FAA, USSS, etc.) and maintain focus on threats to national security. (CPD)**

**Share Intelligence information and expand knowledge of all AFFOR and AOC personnel on current threats. (CPD)**

**Integrate all AOC and AFFOR personnel into the shared common client workstations so we can rapidly provide real time information exchange. (CPD)**

**Capabilities requirements defined, reviewed, and incorporated for maritime and cyberspace operations. (A8 / A3)**

**Define and incorporate a data link wide area network to integrate all of the N/NC data link assets for use in a combined operational picture for net-centricity. (COD)**

**Define and incorporate a data link cross domain solution so our COP and other COPs can be shared on the SIPR and NIPR domains for use with other command and DSCA related agencies. (COD)**

### **3-Year Milestones**

Field BCS-Fixed (BCS-F) system Spiral-3 as fully operational. (A3 / 702<sup>nd</sup>)

Field two fully redundant BCS-F sector systems and decommission NCS. (A3 / 702<sup>nd</sup>)

Deploy a fully Operational HACMD capability with refined tactics, techniques, and procedures developed to anticipate and respond to threats. (A3 / A8)

Define and standardize communications capability in all spectrums at all altitudes. (A8 / A3 / A6)

Air Sovereignty Alert capabilities requirements defined and a plan for recapitalization and realignment developed. (A8 / A3)

Expand WFHQ STO to provide robust 24/7 capability. (A3)

Establish CONOPS and TTPs to incorporate, advanced, multi-spectral surveillance, detection, tracking, and engagement capabilities. (A3)

### **5-Year Milestones**

Assure access to global, fused, national-level military / interagency intelligence systems. (A2)

Procure a Beyond Line of Sight (BLOS) voice communications capability between defense sectors and alert fighters. (A3 / A6 / A8)

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Define and develop Area of Responsibility-wide data-link capability. (A3 / A6 / A8)

Acquire multiple HACMD capabilities. (A3)

*Objective 1.2 – Provide timely, accurate and unambiguous aerospace warning through a fully-integrated aerospace picture.*

### **1-Year Milestones (2008)**

**Incorporate Blue Force Tracker as part of the Automated Flight Follow into the AOC Air Picture on Google Earth. (DIRSPACEFOR / A3 / CPD)**

**Define and improve decision-maker Common Operating Picture (COP) and collaborative tools which are synchronized with key DSCA partners to improve information flow. (A3 / A6 / A8 / AOC)**

### **3-Year Milestones**

Share a common operating picture throughout the AOC and AFFOR Staff; composite air information which can be taken on the road and shared with interagency partners, as required. (CPD)

Implement United States Theater Air Control System (USTACS) standardization CONOPS. (A3)

NCS retired (A3 / 702<sup>nd</sup>)

Maintain and Mature Configuration Management process to insure integrity of weapons and mission systems is maintained. (A6)

Provide remote air picture updated real time on a deployable laptop. (CPD)

### **5-Year Milestones**

Provide a comprehensive air picture to incorporate BCS Remote and other sensors/systems into a comprehensive air picture. (CPD)

Include satellite imagery into air picture as you zoom into an area of interest. (CPD)

Share air picture with NORAD, NORTHCOM, and other external agencies.  
(CPD)

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**Goal 2: Provide persistent situational awareness throughout CONUS and VIPR to provide timely and accurate warning of threats and potential attacks against the United States and Defense Support of Civil Authorities (DSCA) operations.**  
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*Objective 2.1 – Identify and advocate for capabilities to provide situational awareness and aerospace warning in CONUS*

**1-Year Milestones (2008)**

IAA (which includes FMV) processes and processing, analysis and dissemination (PAD) are refined, trained, and routine. (A2 / AOC/IRD / AFFOR A3 / A6)

Define capabilities and deploy next generation operational concepts that leverage UAS/UAV legacy and emerging operations.  
(A8 / A3 / AOC)

Define capability requirement and acquire sensor suites (land, elevated) which allow all-altitude, low observable sensing and remote reconfiguration. (A6 / CST)

Integrate OCONUS USAF and NATO commands/agencies capable of providing advanced warnings of all potential air-breathing threats to North America. (COD)

Do capability gap analysis of, and plan for, advanced, multi-spectral surveillance, detection, tracking, and engagement capabilities.  
(A3 / A8)

Stand-up full operational capability of DSCA cell at Tyndall AFB, FL.  
(AFNSEP)



### **3-Year Milestones**

Develop a strategy and a plan to share information within CONR-1 AF (AFNORTH), NORAD-USNORTHCOM, and our external partners. (A6 / A3 / AOC)

Align CONR-1 AF (AFNORTH) organizations and training to integrate effectively and dynamically with Joint, Interagency, and Coalition partners. (A1)

Establish permanent World-Class DSCA Cell facility at Tyndall AFB, FL. (AFNSEP)

Identify and establish an AFNSEP COOP location to ensure continuity of DSCA operations. (AFNSEP)

Create AFNORTH command DSCA Portal with redundant backup capability to foster collaborative environment for DSCA operations and planning across the staff. (AFNSEP)

### **5-Year Milestones**

Increase participation of Joint, interagency, and coalition partners in CONR-1 AF (AFNORTH) planning, capability development, and training in core and emerging missions. (A5 / A8 / A1)

*Objective 2.2 – Leverage all Intelligence, Surveillance, Warning and Information Systems*

### **1-Year Milestones (2008)**

**Implement the Joint roadmap for C4ISR and knowledge-enabled warfighting capabilities that is consistent with and reflect CONR-1 AF (AFNORTH) capabilities, tactics, techniques, and procedures. (A2 / AOC / IRD)**

**Consolidated AFNORTH IAA CONOPS with annexes to include FMV CONOPS, UAS CONOPS and other IAA MDS CONOPS. (A3)**

### **3-Year Milestones**

Define and acquire a robust Distributed Common Ground Station PAD capability developed to support CONR-1 AF (AFNORTH) requirements. (A2 / AOC / IRD)

Incorporate medical intelligence gathering/reporting as part of routine intelligence gathering/reporting (SG / A2)

Develop and execute a strategy and plan that upgrades and standardizes communications capability in all spectrums at all altitudes (FM, VHF, UHF, SATCOM). (A6 / CST)

### **5-Year Milestones**

Develop plans, concepts, and strategies that promote CONR-1 AF (AFNORTH) operations to produce, fuse, and leverage knowledge based, time critical, and decision quality information. (A5)

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### **Goal 3: Provide timely and effective civil support.**

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**Objective 3.1 – Anticipate and be prepared to (BPT) quickly support requests for civil support**

### **1-Year Milestones (2008)**

**In coordination with ACC/SG, develop a Medical Rapid Response Force (MRRF) orientation program for EMEDS commander for each AEFC rotation. (SG)**

**Define the requirements for an aeromedical LNO in the AFFOR, AOC, or the ACCE staff. (SG)**

**Integrate required C4ISR capability into organic ACCE team and advocate establishment of standard UTC's from force provider to fill additional requirements (A2 / A3 / AOC / ISRD / A6 / CST)**

**Stand up a 24/7 Joint Personnel Recovery Center fully staffed and trained to support Personnel Recovery (PR) operations / catastrophic**

**SAR during DSCA operations in the NORTHCOM AO IAW NORTHCOM JPRC CONOPS. (AFRCC)**

**Coordinate requirements for BSI data with Air Staff and MAJCOMs for all AF/AFRC/ANG installations in CONUS/VIPR. (A4)**

**Acquire 3 sets of deployment kits ready to support planners at three locations (Emergency Operations Centers or Airspace Coordination Groups) simultaneously. (CPD)**

**Educate EPLOs so they can articulate AFNORTH Capabilities to the State Agencies and FEMA. (CPD)**

**Survey institutionalized data collection plans, processes and analysis and assessment methodologies to create automated data collection and assessment tools for DSCA support. (A9)**

**Develop and promulgate theatre reporting procedures for IAA assets under TACON to CONR-1 AF (AFNORTH) during DSCA operations. (A2)**

**Audit and realign EPLO duty locations to meet ever emerging Homeland Security needs meet operational requirements. (AFNSEP)**

**Complete AFNSEP integration into AFNORTH to include move from Ft McPherson, GA to Tyndall AFB, FL. (AFNSEP)**

### **3-Year Milestones**

**Develop MOU/MOA for CONR-1 AF (AFNORTH) access to NGB JOC, Joint Force Headquarters State, and Emergency Operations Centers. (JA / A3 / AOC)**

**UAS Operations integrated daily into AOC and AFFOR. (A3 / A2 / AOC)**

**Develop formalized JA training program for major CONPLANS. Place training on 1AF (AFNORTH)/JA webpage to maximize accessibility. (JA)**

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Develop JA training scenarios covering a range of issues repeatedly encountered in the DSCA environment. Place scenarios on the 1AF (AFNORTH)/JA web page to maximize accessibility. (JA)

Define and advocate for a sourceable and sustainable C4ISR UTC established in support of COCOM DSCA OPLAN/CONPLAN requirements. (A6)

Joint Personnel Recovery Center supports integrated SAR operations for both the full spectrum of USNORTHCOM Personnel Recovery mission sets and International/US civil SAR agreements. (AFRCC)

Coordinate (with NC and Air Staff) the development of an automated system (BaS&E) which will provide near real time BSI data for all USAF/AFRC/ANG installations. (A4)

Tailor and utilize automated data collection tools in a collaborative work environment to provide near real-time reporting, analysis, and effects based assessment capabilities. Assessment for AFNORTH, made possible by immediate access to current information, will be used to improve timely and effective support to Civil Authorities. (A9)

Define and incorporate a data link wide area network to integrate all of the N/NC data link assets for use in a combined operational picture for net-centricity. (COD)

Develop and incorporate a data link cross domain solution so our COP and other COPs can be shared on the SIPR and NIPR domains for use with other command and DSCA related agencies. (COD)

Transform AFNSEP into the focal point and primary office of responsibility for civil authority liaison and DSCA issues. (AFNSEP)

### **5-Year Milestones**

Identify through the IPL the need for a Joint BSI data system for all DoD installations in the CONUS and Advocate (BaS&E) as potential system of record. (A4)

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Define and institutionalize AFNORTH assessment as part of all DSCA contingencies and large-scale exercises. Perform technology refresh on collaborative tools as required. (A9)

Do a requirements analysis for fielding a communication capability to EPLOs to enable them to work in austere disaster environments/conditions. (AFNSEP / A8)

**Objective 3.2 – Provide aerospace capabilities at the right place and right time**

**1-Year Milestones (2008)**

**Develop and promulgate theatre reporting procedures for IAA assets under TACON to CONR-1 AF (AFNORTH) during DSCA operations. (A2)**

**Staff and coordinate Standing DSCA EXORD identifying likely forces and capabilities. (A3)**

**Develop a training plan and strategy that leverages EPLO knowledge of CONR-1 AF (AFNORTH) aerospace capabilities that are available to the supported agency. (A3 / AFNSEP)**

**Develop a training plan and strategy that leverages increased EPLO ability to relay aerospace capability requirements to the AOC/Current Operations Center. (A3 / AFNSEP)**

**Review and submit recommended use of AFNORTH liaison teams deployed to incident location prior to NC JTF/ACCE deployment. (A3)**

**Validate the need for a UAS specialist representation full-time in AOC and AFFOR. (A3 / A1 / AOC)**

**3-Year Milestones**

**MAFFS/MASS OPCON to AFNORTH. (A3)**

Develop and incorporate air asset annexes for all plans. (A5)

### **5-Year Milestones**

Establish a virtual presence in NGB JOC and Joint Force Headquarters State for situational awareness. (A3)

Benchmark and establish fast reaction capability in time-sensitive planning and targeting scenarios to include homeland defense, crisis management, and consequence management. (A3 / A5 / AOC)

**Objective 3.3 – Refine and improve efforts to collaborate more effectively with all partners by improving awareness and education of CONR-1AF (AFNORTH) capabilities**

### **1-Year Milestones (2008)**

**Develop, promulgate and educate stake holders on Incident Awareness and Assessment (IAA) capabilities, processes and TTPs that CONR-1 AF (AFNORTH) brings to bear in a DSCA environment. (A2)**

**DSCA operations defined and integrated to Air Operations Center. (A3)**

**Full-time AFNORTH liaison officer embedded at ARNORTH (JFLCC) headquarters. (A3)**

**AFNORTH DSCA handbook publicized and distributed to NC components, federal and state disaster response agencies. (A3)**

**Develop standing relationships with both military organizations within USNORTHCOM (eg JADOC) and with OGAs (eg FEMA, DHS). (JA)**

**Develop JA TTPs detailing legal operations for a NAF-C JA staff and DSCA operations. (JA)**

**Implement a National Civil SAR policy, to include catastrophic SAR (not in a DSCA environment), that defines operational relationships for all SAR not covered by the National Response Plan; streamlined national policy on ground, air, and maritime SAR planning and execution for DSCA assets. (AFRCC)**

**Increase CONR-1 AF (AFNORTH) capabilities awareness by 50% through continued attendance at State and FEMA Region sponsored exercises and meetings. (CPD)**

**Create and distribute CDs highlighting expanded capabilities of new AOC. (CPD)**

**Develop a training plan and strategy that leverages AFRCC personnel in AOC mission and operations. (COD)**

### **3-Year Milestones**

Put full-time AFNORTH liaison officer to Fleet Forces Command (JFMCC) headquarters. (A3 / A1)

Develop a strategy and plan for institutionalizing a collaborative relationship with Federal and State SAR executive agents defining roles and responsibilities across the Personnel Recovery mission subsets of civil SAR and catastrophic SAR supporting DSCA operations. (AFRCC)

Benchmark, field, and sustain standard collaborative tools to effect DSCA information sharing environment. (A6)

Develop 10 AFNSEP Directors of Operations that possess the capability to fully integrate operations and planning with the 10 FEMA Regions via the DCO. (AFNSEP)

### **5-Year Milestones**

Develop a Strategic Communications plan that strengthens our ability to share information on CONR-1 AF (AFNORTH) capabilities and operations that translates our strategic level insights into a transparent and easily understood message down to the tactical end user level.

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## **Goal 4: Transform for 21st Century Operations.**

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**Objective 4.1 – Align CONR-1AF (AFNORTH) organization and joint training to integrate with Joint, Interagency, and Theater Partners**

**1-Year Milestones (2008)**

**Develop a strategy and plan for DMO ‘Virtual Flag’ participation. (A3 / A9)**

**Establish Joint Billet requirements to support multi service JFACC responsibilities. (All)**

**3-Year Milestones**

AFNORTH/SG, with the support of the AFNORTH staff, actively participates in at least one ANG and FEMA-only exercise to improve understanding of local and state response process. (A3 / SG)

Increase by 50% State and Federal participation in AFNORTH level virtual exercises. (A3 / A9)

**5-Year Milestones**

Establish unity of effort and operational processes between T10, T32, and coalition forces. (A1)

*Objective 4.2 – Modernize and Enhance infrastructure and legacy assets to optimize operational capability*

**1-Year Milestones (2008)**

**Develop and implement new virtual Collaborative communications and planning tools wired into the new AFNORTH Headquarters Building. (A6)**

**Determine and develop training requirements in the use of collaborative tools. (A1 / A6)**

**Wire DMO capabilities into future virtual training architectures. (DMO / A9)**

**Occupy new AFFOR facilities. (A7)**

**Optimize efficiencies by evaluating Operations floor layout. (COD)**



### **3-Year Milestones**

Reduce legacy “point-to-point” infrastructure through the NetCentric modernization of AFNORTH Mission Systems to an Enterprise level architecture based on “Every thing Over IP” (EoIP) framework. (A6)

### **5-Year Milestones**

Establish a quality work environment fully wired, using cutting edge technology that interfaces seamlessly internally and with all external partners.

*Objective 4.3 – Advocate for requirements to adequately resource capabilities necessary for responding to all missions*

### **1-Year Milestones (2008)**

**Gain and fill public health officer position on AFFOR staff to manage force health protection and medical surveillance. (SG)**

**Implement JCIDS training through WFHQ to assist A-5/8 in developing coherent IPL and POMing strategies. (A8)**

**Fully fund Falconer 10.1 (COD)**

**Increase and fund AGR authorizations in 2010 POM. (COD)**

**Develop and incorporate a data link wide area network to integrate all of the N/NC data link assets for use in a combined operational picture for net-centricity. (COD)**

**Develop and incorporate a data link cross domain solution so our COP and other COPs can be shared on the SIPR and NIPR domains for use with other command and DSCA related agencies. (COD)**

### **3-Year Milestones**

Advocate netcentric resources for full spectrum netcentric vision (terrestrial, airborne, and space). (A6)

Fully fund 3 permanent party, full-time CCO positions. (COD)

## **5-Year Milestones**

Streamline and maintain flexible, executable, and adaptable plans. (A5)

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**Goal 5: Shape the CONR-1 AF (AFNORTH) collaborative environment to foster greater international and interagency cooperation in planning, training, and execution of missions through information sharing and cutting edge technological innovation.**

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*Objective 5.1 – Continue to develop better processes and capabilities for coordinating and interfacing with Interagency Partners*

## **1-Year Milestones (2008)**

**Establish and implement a robust set of procedures and protocols that are in sync with N-NC, NGB, and CONR-1 AF (AFNORTH) for the execution of IAA missions in a DSCA environment. (A2)**

**Continue to fund full-time 1 AF liaison position at CBP AMOC. (A3 / A1)**

**Benchmark and determine requirements for AFNORTH liaison staff to DHS and USNORTHCOM. (A3 / A1)**

**Develop a combined 1AF-ACC Alert Force Operational Assessment program. (A4)**

**Add JPRC personnel to Strat and Plans Divisions. (COD)**

**Identify and develop automated data collection and display tools. These tools can be used to improve internal coordination and to integrate data received from external agencies. Incorporate new processes into AFNORTH Data Collection Plan. (A9)**

## **3-Year Milestones**

**Plan, resource, and implement coalition network environment to allow approved SIPRnet access to Foreign National partners. (A6)**

## *Flight Plan 2012 • A Five-Year Capabilities Plan*

Tailor and utilize automated data collection tools in a collaborative work environment to provide near real-time display, reporting, analysis, and effects based assessment capabilities. Schedule technology refresh of automated data collection and display tools as required. (A9)

### **5-Year Milestones**

Benchmark and institutionalize processes and capabilities through Data Collection Plan execution and update. (A9)

*Objective 5.2 – Support USNORTHCOM's active Theater Security Cooperation program*

### **1-Year Milestones (2008)**

**Host Mexican and Canadian Air Force and Navy counter-parts as part of CONR-1 AF (AFNORTH) engagement plan that is synchronized with USNORTHCOM. (A5)**

**Establish cross-border DSCA training opportunities with Mexico and Canada. (A5)**

### **3-Year Milestones**

Establish programs and processes to improve bi-national agreements. (A5)

Participate in multinational disaster response exercise. (A3)

### **5-Year Milestones**

Assist NORTHCOM TSC medical initiative by exchanging medical capabilities information and/or conducting site visits to Mexico and Canada to synergize border response effort. (A5 / SG)

Promote bi-national cooperation to improve defense of the information infrastructure.

*Objective 5.3 – Advocate aerospace solutions in USNORTHCOM's development of a National Homeland Security Plan*

**1-Year Milestones (2008)**

**Establish a full time DIRSPACEFOR attached to AFFOR. (A3)**

**Develop a long term STO staff solution to provide continuity and stability to AFNORTH STO capability. (A3)**

**3-Year Milestones**

**Program for a full time DIRSPACEFOR in PAD, POM'd, sourced, and attached to AFFOR. (A1 / A3 / FM)**

**Establish requirements and plan for a robust STO planning and execution capability. (A3)**

**5-Year Milestones**

**Collaborate CONR 1-AF (AFNORTH) plans to USNORTHCOM's. (A5)**

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**Goal 6: Foster mutual respect and integrity throughout CONR-1AF (AFNORTH) that empowers people and processes to collaborate seamlessly as an organization, both internally and externally.**  
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*Objective 6.1 – Increase and expand CONR-1AF (AFNORTH) opportunities to integrate personnel from all five of the Total Force components*

**1-Year Milestones (2008)**

**ANG officially designates an AFFOR staff augmentation unit assigned to 1 AF. (A1)**

**ANG officially designates an AOC augmentation unit assigned to 601 AOC. (A1)**

**Integrate Joint Force personnel into each AOC division to support JPRC and mission planning requirements. (CPD)**

### **3-Year Milestones**

Complete transition to Title 5 personnel. (A1)

### **5-Year Milestones**

Advocate for Total Force training and material necessary to adequately respond to domestic emergencies in either a federalized or non-federalized role.

*Objective 6.2 – Be more attentive to ensuring a stable and equitable career progression path that promotes PME opportunities*

### **1-Year Milestones (2008)**

Develop a strategy and plan between NGB, ANG, and states of Florida, Washington and New York that provides for equitable cross-flow of officers between Title 10 AGR and Title 32 AGR positions at NGB/ANG HQ, 1 AF HQ, WDS and EDS giving deserving, capable officers a legitimate career path to include in-residence PME attendance. (A1 / A3)

Provide career training opportunities for all DoD employees in accordance with their capabilities and potential. (A1)

Establish Chief Enlisted Manager positions within selected directorates to enhance mission effectiveness and career progression.

Request grade relief in 2010 POM (COD)

Formalize training requirements for Senior Enlisted Leaders (SELs) assigned to CONR-1AF (AFNORTH)

Seamless integration between the AOC and AFFOR for DSCA Operations. (COD)

### **3-Year Milestones**

Total Force Career Planning implemented by Air National Guard Bureau which selects career officers across the entire ANG by requiring external tours as prerequisite to higher echelon positions for both Title 10 and Title 32 members. (A1)

### **5-Year Milestones**

Encourage life-long learning for all members enabling them to improve their job knowledge through on and off-the-job training and education programs.

*Objective 6.3 – Foster a work environment of mutual respect and integrity that rewards excellence and innovation*

### **1-Year Milestones (2008)**

**Ensure a work environment that is harassment free and promotes personal integrity and respect. (All)**

**Create a proactive environment to ensure the force is healthy, fit, and safe. (All)**

### **3-Year Milestones**

Sustain an environment of excellence and innovation through an equitable career progression within CONR – 1 AF (AFNORTH). (All)

### **5-Year Milestones**

Increase the diversity, opportunities, and effectiveness of the CONR – 1 AF (AFNORTH) workforce through education and training opportunities to stimulate excellence and innovation.

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**Goal 7: Set the standards on Transformational process to better support the Air Force, Joint, and Strategic Visions for the Department of Defense.**  
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*Objective 7.1 – Align to the Component NAF structure and support the C2 Enabling Concepts*

**1-Year Milestones (2008)**

**Define A6 org structure and skill sets to better support AFNORTH and net centric strategic visions. (A6)**

**3-Year Milestones**

Develop and execute a fiscally constrained modernization program based on the Air Force Roadmap. (All)

**5-Year Milestones**

Improve ability to conduct CONR – 1 AF (AFNORTH) cost management. (All)

*Objective 7.2 – Shape the Air Force vision through engagement of the Strategic Planning, Programming, Budgeting, and Execution processes*

**1-Year Milestones (2008)**

**Insure that all requirements and applications within this document are adequately funded before initializing. The FY 08 POM is finalized; new and un-programmed requirements become an execution year bill. Establish a funding baseline with which to use in future POMing application. (FM)**

**3-Year Milestones**

The FY 09 POM is finalized; new and un-programmed requirements become an execution year bill. Work a funding baseline strategy to be placed into the FY 10 POM. Stabilize funding within the FY 11 Budget. (FM)

**5-Year Milestones**

Plan and program for new and added requirements to be placed into the FY 12 POM.  
Plan and strategize funding application for future impact and POM considerations. (FM)

*Objective 7.3 – Implement Air Force Smart Operations (AFSO 21) to improve processes and operations*

### **1-Year Milestones (2008)**

**Gain ACC support, begin to train a small cadre of Level I facilitators to help with initial AFSO 21 events and conduct an Enterprise Value Stream Mapping (EVSM) event with Sr Leadership to create roadmap for event prioritization and scheduling. (A9)**

### **3-Year Milestones**

Plan and execute an AFSO21 event schedule and develop metrics for measuring improvement benefits. Continue to train additional and replacement facilitators as needed. Monitor and revisit improved processes to ensure maximum benefits are achieved from continuous process improvements. (A9)

### **5-Year Milestones**

Socialize AFSO21 successes throughout CONR – 1 AF (AFNORTH) to increase participation in determining value added operations. (A9)

Institutionalize AFSO21 so continuous process improvement becomes the AFNORTH culture. Ensure that all personnel are trained to identify AFSO 21 opportunities and take appropriate steps for event implementation. (A9)

*Objective 7.4 – Promote efficient processes which result in the deliberate and systematic elimination of unnecessary surplus and low-value activities*

### **1-Year Milestones (2008)**

**Implement WFHQ Efficiencies Strategy integrating DSCA operations to the AOC Ops floor and eliminate CAT (A3 / AOC)**

**Establish and modify 1AF processes to best leverage the roll out of MOSS 2007. (A6 / IMO)**

### **3-Year Milestones**

Eliminate “DSCA Director” position on AOC floor enabling the CCO as both Air and DSCA focal point



**5-Year Milestones**

Develop and institutionalize a comprehensive, CONR – 1 AF (AFNORTH), strategic-level continuous process improvement approach.



## **CONCLUSION**

CONR – 1 AF (AFNORTH) is at a critical time in its history and its transformation into a full-spectrum USAF air and space organization. We will be operating in new environments and challenged in new and ever-changing ways. The goals and objectives in this Operational Planning Guidance lay the foundation for and guide our future actions.

I expect each headquarters staff directorate and assigned and attached organization to use this guidance and aggressively pursue the goals and timelines outlined in this document.

Along with NORAD and USNORTHCOM, CONR-1AF (AFNORTH) is freedom's guardian, defending and securing our homeland, our people, our values, and our way of life.

*We will not forget ... we will not sleep ...*



*... we will not fail.*

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**FLIGHT PLAN NOTES**

**America's**



**Air Component and AOC**