



**NORTHAMERICAN AEROSPACE DEFENSE COMMAND  
AND  
UNITED STATES NORTHERN COMMAND**



MEMORANDUM FOR THE SECRETARY OF DEFENSE

NOV 22 2004

FROM: Commander, NORAD and USNORTHCOM  
250 Vandenberg St., Ste B016  
Peterson AFB CO 80914-3801

SUBJECT Request for QDR Issues ("our Memo, 16 Nov 04)

1. Thank you for the opportunity to provide issues for consideration in the QDR. We believe an assessment of the global security environment over the next two decades, with emphasis on threats to the homeland, will provide a solid foundation for the review process. We recommend that the following issues be analyzed during the QDR.

- a. Determining the structure and capabilities of the total force to meet the requirements of homeland defense and overseas warfighting missions, with emphasis on the appropriate roles of the active and reserve components
- b. Specifying DoD's roles and responsibilities for homeland security operations, including weapons of mass destruction consequence management
- c. Enhancing DoD capabilities for layered and networked operations in the air, land, maritime, space, and cyber domains, and ensuring these capabilities are integrated with the interagency
- d. Improving deep penetration intelligence against terrorists and WMD targets
- e. improving intelligence and information sharing internationally and among all levels of domestic government, and enhancing the quality of the intelligence analyst workforce
- f. Developing strategic plans for homeland defense, homeland security, and the war on terrorism that integrate international, federal, state, local, and nongovernmental efforts

2. We appreciate your consideration of these recommendations and your commitment to developing the capabilities needed to defend the homeland. We look forward to our continued participation in the QDR process.

  
TIMOTHY J. KEATING  
Admiral, USN

cc:  
CJCS  
USD(P)  
VCJCS  
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