

About USNORTHCOM

This NORAD and USNORTHCOM Strategy is a combined strategy that aligns with objectives identified in the Interim National Security Strategic Guidance, National Defense Strategy, and Canada’s Strong, Secure, Engaged policy. | Enduring Conditions ~ NORAD and USNORTHCOM’s strategic approach focuses on achieving four enduring conditions (ECs) through the lens of the strategic principles. Because the nature of continental defense is not conducive to achieving a traditional "end state," the ECs drive us to continually evaluate the efficacy of operational planning and execution. This ensures our efforts, priorities, and resources are driving towards NORAD and USNORTHCOM's top priority - defending our nations. The four ECs serve as guideposts to drive efforts throughout both commands ... [They are documented as goals in this StratML rendition.]

Problem Statement ~ Over the last three decades, our nations’ competitors and potential adversaries have watched Canada and the United States and our way of deterring, competing, and conducting war. They have adapted and developed advanced capabilities in all domains challenging us at home and across the competition continuum, and holding at risk our people, our critical infrastructure, and our power projection capabilities.

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U.S. Northern Command (USNORTHCOM)

Description:

The North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM) are separate commands. Both leverage the commander's singular vision and guidance; develop plans to meet challenges in the same strategic and operational environments; build complementary mission approaches; and share a common goal of defense of the United States and Canada.

Stakeholder(s):

Canada

USNORTHCOM Leaders

Glen D. VanHerck :

Gen., USAF | Commander, North American Aerospace Defense Command and U.S. Northern Command ~ General Glen VanHerck is Commander, North American Aerospace Defense Command (NORAD) and United States Northern Command (USNORTHCOM). NORAD conducts aerospace warning, aerospace control, and maritime warning in the defense of North America. USNORTHCOM conducts homeland defense, civil support, and security cooperation to defend and secure the United States and its interests. General VanHerck is a graduate of the University of Missouri and was commissioned through the Reserve Officer Training Corps program. He has a diverse operational and training background that includes assignments in the F-15C, F-35A, B-2A, and B-1B with over 3,200 flight hours. He has served as an instructor pilot and flight examiner in the F-15C, B-2A, and T-6A. Additionally, he served as a U.S. Air Force Weapons School instructor in the F-15C and the B-2A. He has commanded at the squadron, group and twice at the wing level, including the 325th Weapons Squadron, the 71st Operations Group, the 7th Bomb Wing, the 509th Bomb Wing. As a Major General, he commanded the U.S. Air Force Warfare Center. His staff assignments include tours as the Chief of the B-2 Program Element Monitor at Headquarters Air Combat Command, the Director of Operations at Headquarters Air Force Global Strike Command, the Director of Plans and Integration at U.S. Strategic Command, the Vice Director of Strategy, Plans and Policy (J5) at the Joint Staff, and the Vice Director of the Joint Staff. Prior to his current assignment, he was the Director of the Joint Staff at the Pentagon. In this capacity, he assisted the Chairman of the Joint Chiefs of Staff in his role as advisor to the President and Secretary of Defense, coordinated and directed activities of the Joint Staff in support of the Chairman, and served as the Staff Inspector General. His personal decorations include the Defense Distinguished Service Medal, the Air Force Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit with two oak leaf

clusters, the Meritorious Service Medal with three oak leaf clusters, the Air Medal, the Aerial Achievement Medal with oak leaf cluster, the Joint Service Commendation Medal, the Air Force Commendation Medal and the Air Force Achievement Medal.

A.C. Roper :

Lt. Gen., USA | Vice Commander, U.S. Element, North American Aerospace Defense Command and Deputy Commander, U.S. Northern Command ~ Lieutenant General A.C. Roper is the Deputy Commander, U.S. Northern Command, and Vice Commander, U.S. Element, North American Aerospace Defense Command at Peterson Air Force Base, Colorado. As Deputy Commander, Lieutenant General Roper assists the Combatant Commander in anticipating, preparing for and responding to threats against North America and within Northern Command's assigned area of responsibility. Additionally, he provides oversight of U.S. Northern Command's mission to provide Defense Support of Civil Authorities. Lieutenant General Roper's other general officer level assignments include duties as Deputy Commanding General, U.S. Army Reserve Command, Fort Bragg, NC, and Deputy Chief, Army Reserve, Office of the Chief of Army Reserve, headquartered at the Pentagon, Washington, DC. Prior to this assignment he commanded the 76th Operational Response Command in Salt Lake City, UT which was the USAR's all hazard response command. He also served as Commanding General - 80th Training Command (OPCON to TRADOC), Acting Deputy Commanding General - CBRN, 335th Signal Command and Commander of the 415th CBRN Brigade where he was dual-hatted as the Task Force Operations Commander, JTF-51, ARNORTH for the C2CRE-A homeland response mission. Lieutenant General Roper deployed to Saudi Arabia during Operation Desert Shield and to Afghanistan in support of Operation Enduring Freedom. He also supported Joint Task Force Andrew relief operations in Southern Florida. Lieutenant General Roper was commissioned in 1983 at the University of Alabama at Birmingham. His military education includes the Chemical Officer Basic and Advance Courses (Honor Graduate of both), Public

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Stakeholders (continued)

Affairs Officers Course, Equal Opportunity Advisors Course (Commandant's Award), Inspector General Course, Combined Arms Staff Services School, Command and General Staff College (Commandant's List), the US Army War College, the Joint Senior Reserve Component Officer Course, the Defense Support to Civil Authorities (DSCA) Course, the National Defense University's CAPSTONE Course, the NORTHCOM Joint Task Force Commanders Course and Harvard University's National & International Security Seminar. He earned a Master of Science from the University of Alabama and a Master in Strategic Studies from the US Army War College. Lieutenant General Roper's awards and decorations include the Distinguished Service Medal, Legion of Merit with two Oak Leaf Clusters, Bronze Star Medal, Meritorious Service Medal with three Oak Leaf Clusters, Joint Service Commendation Medal, Combat Action Badge, and various other awards. He also served as a principal member of the Secretary of the Army's Army Reserve Forces Policy Committee and the Secretary of Defense's Reserve Forces Policy Board. In his civilian capacity, Lieutenant General Roper has over 33 years of law enforcement experience culminating with his 10 year tenure as the Chief of Police of the Birmingham Police Department. He is a graduate of the Federal Bureau of Investigation (FBI) National Academy, the FBI National Executive Institute, and also serves as an Adjunct Professor of Criminal Justice. He specialized in protecting critical infrastructure and served on the Executive Board of the FBI Joint Terrorism Task Force.

Michael P. Holland :

Rear Adm., USN | Chief of Staff, North American Aerospace Defense Command and U.S. Northern Command ~ Rear Admiral Michael Holland is the Chief of Staff of North American Aerospace Defense Command and U.S. Northern Command at Peterson Air Force Base, Colorado. He is the principal advisor to the Combatant Commander and Deputy Commander on the activities of the command staff. Additionally, he oversees command policies and programs that support the commander's priorities and mission to defend North America and provide Defense Support to Civil Authorities. Rear Adm. Holland graduated from Montana State University in 1987 and was commissioned at Officer Candidate School in Newport, Rhode Island. His sea tours include division officer assignments aboard USS Pintado (SSN 672); Weapons Officer on USS Henry M. Jackson (SSBN 730)(Gold); Executive Officer on USS Dallas (SSN 700); Commanding Officer of USS Providence (SSN 719). While serving on Providence, the ship completed two deployments to the Western Pacific, including a trip around the world and a visit to the North Pole. His shore tours include time in current operations at U.S. Strategic Command as well as being the Submarine Department Head detailee; Congressional Liaison for Submarine Matters in the Navy's budget office; Command deputy at Submarine Development Squadron 12; Atlantic Submarine Force prospective Commanding Officer Instructor as well as Commodore of Submarine Squadrons 2 and 4 in Groton, Connecticut, and as Director for Operations in the Navy's budget office. His Flag Officer tours include Director, Maritime Headquarters, U.S. Pacific Fleet; Commander, Submarine Group 10 in Kings Bay, Georgia and his most recent assignment as Director of Programming Division (N80), Office of the Chief of Naval Operations. Rear Adm. Holland's awards include the Distinguished Service Medal, Legion of Merit, Meritorious Service Medal and Joint Commendation Medal. He is most proud of his various unit awards, including the Arleigh

Burke Trophy, that reflect credit on the successful teams with whom he has served.

James K. Porterfield :

Sgt. Maj., USMC | Command Senior Enlisted Leader, North American Aerospace Defense Command and U.S. Northern Command ~ Sergeant Major James K. Porterfield is the Command Senior Enlisted Leader for Headquarters, North American Aerospace Defense Command and United States Northern Command, Peterson Air Force Base, Colorado. He is the principal advisor to the Commander on all enlisted matters. His responsibilities include providing the Commander with the enlisted perspective on strategic vision, goals, objectives, theater security cooperation, and enlisted professional development. Additionally, he is responsible for mentoring Senior Enlisted Leaders throughout the Component Commands and JTF's as well as coordinating with Headquarters Staff Agencies, Commanders, and Senior Enlisted Personnel on matters pertaining to the command's mission, vision, core values, commander's intent, enlisted utilization and implementation of command policy. Sergeant Major Porterfield is a native of Jacksonville, Florida, enlisted in the Marine Corps in March 1989, and was assigned as a AV-8B Harrier Avionics Technician. He has attended all required Marine Corps Resident Professional Military Education (PME) Courses, Army Airborne School, Amphibious Warfighting Schools Phase I & II, Senior Enlisted Joint PME I & II, Navy Senior Enlisted Academy, Asia Pacific Orientation Course, Keystone and has a Bachelors' Degree in Public Administration from Roger Williams University. Assignments in the Operating Forces include: Avionics Technician with Marine Attack Squadron - 211 (June 1990- September 1997); Avionics Division Chief with Marine Attack Squadron-214 (January 2002-June 2003); Battery First Sergeant with 2nd Battalion, 11th Marines (June 2003-January 2004); Company First Sergeant with 1st Light Armored Reconnaissance Battalion (January 2004-February 2007); Sergeant Major for 1st Reconnaissance Battalion (December 2009- November 2011); Sergeant Major for 3d Marine Aircraft Wing (May 2016-April 2018), and Sergeant Major for I Marine Expeditionary Force (April 2018 -June 2021). Assignments outside of the Operating Forces include: Drill Instructor, Senior Drill Instructor and Chief Drill Instructor, Company M, Marine Corps Recruit Depot (MCRD) San Diego (January 1998-April 2000); Squad Instructor, Drill Instructor School MCRD San Diego (April 2000-January 2002); Sergeant Major, Recruiting Station Portland (March 2007-December 2009); Sergeant Major, Recruit Training Regiment, MCRD Parris Island (December 2011- September 2013); and Sergeant Major, MCRD San Diego (October 2013- April 2016). MAJOR AWARDS AND DECORATIONS:

- Legion of Merit w/ two gold stars
- Bronze Star
- Meritorious Service Medal w/ one gold star
- Navy Commendation Medal w/ two gold stars & one combat distinguishing device
- Navy Achievement Medal w/ three gold stars & one combat distinguishing device
- Combat Action w/ one gold star



North American Aerospace Defense Command (NORAD)

Description:

NORAD conducts aerospace warning, aerospace control, and maritime warning in the defense of North America

Vision

North America is well defended

Mission

To outpace global competitors, deter adversaries, deny and defeat threats through all-domain awareness, information dominance, decision superiority, and global integration.

Values

Principles: Strategic Principles ~ The four strategic principles used to achieve our priorities are building blocks under an umbrella of Global Integration (GI). All-Domain Awareness (DA) is the first step in pursuit of Information Dominance (ID), which is used to reach Decision Superiority (DS) in competition and crisis. Applying these strategic principles positions the commands further “left of launch” not just in crisis, but also during competition in order to get inside the adversaries Observe-Orient-Decide-Act (OODA) loop and complicate their calculus.

Integration: Global Integration in order to achieve a Globally Integrated Layered Defense Our adversaries operate globally, across all domains and organizational boundaries. Use of a global framework, rather than regional, to synchronize global all-domain operations is paramount to success. A globally integrated layered defense consists of layers in terms of geography (forward regions, approaches, and the homeland layers), domains (air, land, sea, space, cyber, electromagnetic spectrum, and cognitive), and whole-of-governments/nations. * The forward layer consists of forward-deployed Canadian and U.S. forces integrated with allies and partners; * The approaches layer consists of joint force capabilities integrated with capabilities from Canada, Mexico, and The Bahamas; * The homeland layer consists of joint force capabilities integrated with the whole-of-government/interagency and strategic private sector partner capabilities. ^ GI must guide force allocation, future acquisition, and budgeting choices. Additionally, we must coordinate globally focused planning with other combatant commands (CCMDs) and Canadian Joint Operations Command (CJOC) to create a layered defense approach to protect our nations.

Awareness: All-Domain Awareness (Observe) ~ DA is a layered sensing grid that provides persistent battlespace awareness from the seabed to space and to cyberspace. As our competitors' capabilities continue to improve, we require timely and accurate information across all domains to counter their malign influence and actions. We are advocating and supporting cultural change within the Department of Defense (DoD) and the Department of National Defence (DND) to advance DA, through investment in service-life extensions of still-viable but aging capabilities, development of new capabilities, and inclusion of non-DoD/DND capabilities.

Information: Information Dominance (Orient) ~ We will achieve ID by connecting data from DA sensors to DS options. This involves advocating for joint force requirements and integrated capabilities. The Joint All-Domain

Command and Control (JADC2) concept will overcome Service, interagency, and international stovepipes to ensure we control the information space in future information-centric warfare. We will support the Services as they advance capabilities and systems that rapidly ingest, aggregate, process, display, and disseminate data through artificial intelligence and machine learning. We are platform agnostic as to how the Services provide this capability.

Decision Making: Decision Superiority (Decide and Act) ~ We will place influence mechanisms, forces, or weapons systems at decisive points during day-to-day competition, in crisis, and in conflict, in advance of our global competitors' or adversaries' actions. Using our understanding of data delivered through DA and ID, we will send strategic messages, set our posture, advocate for and create flexible response options at the strategic, operational, and tactical levels in order to increase our decision space and disrupt our competitors' decision cycles and actions. Our options will be designed with affordability in mind, and include multiple levers to deter, detect, deny, and if necessary, defeat any threat to our nations. We are placing significant emphasis on a left-of-launch framework that will provide decision space, enabling deterrence and de-escalation options, vice end game defeat.

Action

EC1. Integration

Achieve a globally integrated layered defense

Global Integration in order to achieve a Globally Integrated Layered Defense ~ Our adversaries operate globally, across all domains and organizational boundaries. Use of a global framework, rather than regional, to synchronize global all-domain operations is paramount to success. A globally integrated layered defense consists of layers in terms of geography (forward regions, approaches, and the homeland layers), domains (air, land, sea, space, cyber, electromagnetic spectrum, and cognitive), and whole-of-governments/nations. The forward layer consists of forward-deployed Canadian and U.S. forces integrated with allies and partners; The approaches layer consists of joint force capabilities integrated with capabilities from Canada, Mexico, and The Bahamas; The homeland layer consists of joint force capabilities integrated with the whole-of-government/interagency and strategic private sector partner capabilities. GI must guide force allocation, future acquisition, and budgeting choices. Additionally, we must coordinate globally focused planning with other combatant commands (CCMDs) and Canadian Joint Operations Command (CJOC) to create a layered defense approach to protect our nations.

1.1. Homelands Defense

Defend the United States and Canada against aggression

Homelands defended from threats and adversary influence countered. ~ NORAD's and USNORTHCOM's primary missions are to defend the United States and Canada against aggression. To be successful, we continue to globally integrate our defense with supporting CCMDs, CJOC, allies, and mission partners across all domains throughout competition and into crisis. A central aspect of our capable defense is a ready, credible deterrence to dissuade adversaries from threatening North America. NORAD's and USNORTHCOM's combined deterrence posture is part of a globally integrated approach, incorporating deterrence by denial at home, deterrence by punishment coordinated with our partners, and strategic application of all instruments of multi-national power through our governments.

1.1.1. Competition & Deterrence

Compete and deter aggression.

Our primary role in the globally integrated layered defense is deterrence by denial. Our competitors know that we are always prepared to defend our nations. The central effect in our deterrence by denial strategy is to make our potential adversaries understand that the advancing capabilities of the United States and Canada will deny their ability to achieve their objectives.

1.1.2. Threats

Deny and defeat threats

If deterrence fails, detect, then deny and defeat threats. ~ We must defend our nations should deterrence fail and our adversaries attack. Our surest path is through a globally integrated and resilient all-domain awareness infrastructure that is processed, synchronized, and presented to create information dominance, resulting in decision superiority over adversaries. Embracing these strategic principles requires a fundamental change of culture for NORAD and USNORTHCOM and our mission partners.

1.1.3. Resiliency

Enhance National resiliency.

Equally as important as defeating threats is the hardening of critical infrastructure and promoting domestic resilience in order to mitigate the consequences of attacks, both kinetic and non-kinetic. Our demonstrated ability to respond to diverse attacks with a whole-of-government response is a strong deterrent to our adversaries. Protecting our nations is a prerequisite to projecting power abroad.

EC2. Military Advantage

Outpace competitors to ensure our military advantage is expanded

United States and Canada outpace competitors to ensure our military advantage is expanded and not eroded. | In order to maintain and increase our lead, we need to identify areas of competitive advantage, invest in them, and continually assess their effectiveness to ensure we are outpacing our adversaries.

2.1. Innovation

Outpace our competitors through innovative concepts and technology.

In order to achieve decision superiority, we must move past relying on complex, unique, and unaffordable defeat mechanisms. We will continue to modernize by working with industry partners to develop innovative approaches/systems and improve infrastructure in support of our strategic principles.

2.2. Integration

Outpace our competitors through global integration of strategies, plans, and operations between CCMDs, allies, and interagency organizations.

We need to shift away from a regional planning process, because today's competition and any future conflict with peer adversaries will be global in scope. We are pursuing a global framework to synchronize activities across CCMDs prior to conflict, while working closely with allies and partners.

Stakeholder(s):

CCMDs

Allies

EC3. Partnerships

Strengthen partnerships

U.S. and Canada's national security enhanced and regional stability maintained through strengthened partnerships. ~ Aligned with the Interim National Security Strategic Guidance and Strong, Secure, Engaged, we will revitalize our unmatched network of alliances and partnerships. In this era of great power competition, robust relationships with our international and interagency mission partners, the Services, other CCMDs, industry, the private sector, and academia are key to expanding the competitive space and enabling a layered defense of North America across the competition continuum.

3.1. Missions

Develop and strengthen mission partnerships.

NORAD and USNORTHCOM promote and actively engage with value-added mission partners such as NATO and FiveEye partners (Canada, United Kingdom, Australia, New Zealand and the United States), both Canadian and U.S. Services, Canadian and U.S. interagency partners, private industry, and academia to accept, promote, refine, and expand upon the strategic principles. Adoption of the strategic principles by our partners will foster greater innovation and synergy and will promote interoperability.

Stakeholder(s):

NATO

FiveEyes :

FiveEye partners (Canada, United Kingdom, Australia, New Zealand and the United States)

Canadian Services

U.S. Services

Canadian Interagency Partners

U.S. Interagency Partners

Private Industry

Academia

3.2. NORTHCOM Partnerships

Develop and strengthen mission partnerships

(USNORTHCOM) Develop and strengthen mission partnerships with allies and partner nations, interagency organizations, other CCMDs, Services, CJOC, and the private sector.

Stakeholder(s):

USNORTHCOM

3.2.1. Canada

Enhance our ability to act in a timely fashion for mutual defense

Canada is a critical mission partner and ally in the defense of North America and a strategic partner with the United States in meeting broader regional and global security challenges. USNORTHCOM will continue to seek opportunities with Canada to enhance our ability to act in a timely fashion to defend both countries.

Stakeholder(s):

Canada

3.2.2. Mexico & The Bahamas

Advance and strengthen relationships with Mexico and The Bahamas

Within its area of responsibility (AOR), USNORTHCOM continues to advance and strengthen relationships with Mexico and The Bahamas... Security cooperation with Mexico and The Bahamas, while focused on traditional military roles and missions, also enhances their ability to disrupt, degrade, and defeat TCOs. TCOs create opportunities for exploitation by our competitors who employ unrestricted warfare.

Stakeholder(s):

Mexico :

Mexico's leadership throughout Central America serves as a bulwark against the corrosive effects of revisionist powers and ultimately improves the collective defense of North America.

The Royal Bahamian Defence Force :

Cooperating with The Royal Bahamian Defence Force will result in better domain awareness in the region and thus strengthen North American defense in that critical portion of the AOR.

The Bahamas

3.2.3. Awareness, Control & Institutions

Collaborate with our partners in domain awareness, domain control, and institutional strengthening

The U.S.-Mexico Bilateral Military Cooperation Roundtable (BMCR) and the U.S.-Bahamas Bilateral Security Cooperation Framework (BSCF) are the key mechanisms through which USNORTHCOM will continue to collaborate with our partners in the areas of domain awareness, domain control, and institutional strengthening in support of bilateral strategic objectives that contribute to globally-integrated cooperative defense.

Stakeholder(s):

**U.S.-Mexico Bilateral Military
Cooperation Roundtable (BMCR)**

**Mexico
The Bahamas**

3.3. Arctic

Develop and strengthen Arctic partnerships.

(NORAD and USNORTHCOM) We will defend the United States and Canada in and through the Arctic, with allies and partners, including Indigenous peoples and governments, by building Arctic awareness, enhancing Arctic operations, capabilities, infrastructure, and ensuring a credible defense presence. Improving our DA, polar communications capability, and ability to conduct sustained multi-domain operations are priorities.

Stakeholder(s):

NORAD

USNORTHCOM

EC4. Disasters & TCOs

Respond to disasters and counter TCOs

(USNORTHCOM) Civil authorities provided rapid flexible response options to improve collective resiliency. ~ We will continue supporting when requested, both in response to natural or manmade disasters and in countering TCOs [Tactical Combat Operations Systems]. Our ability to support our civil authority partners for large-scale incidents and national special security events (NSSEs) requires detailed integrated planning.

4.1. Incidents

Plan and respond with key enabling capabilities to requests for assistance from interagency partners during incidents

As the supported command for the Defense Support of Civil Authorities (DSCA) mission and the DSCA synchronizer within the USNORTHCOM AOR, we proactively plan and respond with key enabling capabilities to requests for assistance from interagency partners during incidents. ~ Catastrophic disasters require an extraordinary level of synchronization among Federal, State, Tribal, local, private sector, and nongovernmental organizations. COVID-19 has reinforced the importance of our Pandemics and Infectious Diseases (P&ID) responsibility for the planning of DoD efforts and the need to coordinate across the whole-of-government.

Stakeholder(s):

Federal Organizations

State Organizations

Tribal Organizations

Local Organizations

Private Sector Organizations

Nongovernmental Organizations

4.2. Attacks

Manage the consequences of attacks

In support of civil authorities, manage the catastrophic consequences of kinetic and non-kinetic attacks by peer competitors. ~ Our commands will leverage all elements of national power and partner with other Federal departments, Indigenous governments, agencies, and the private sector, to plan for an integrated response to national security emergencies, including peer adversary attacks. This integrated planning will identify more effective uses of our capabilities to provide the greatest effect with the smallest number of forces, which will be critical in a resource-constrained environment.

Stakeholder(s):

Federal Departments

Indigenous Governments

Government Agencies

Private Sector

Administrative Information

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