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THE SENATE ARMED SERVICES COMMITTEE

STATEMENT OF

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BEFORE THE SENATE ARMED SERVICES COMMITTEE

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Written Statement

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I. INTRODUCTION

The United States European Command remains fully engaged in protecting and promoting the National Security interests of the United States in 93 countries covering nearly 46 million square miles (Chart 1). Our Area of Responsibility (AOR) is astonishingly diverse and encompasses a full range of human and social conditions. The European Command (EUCOM) actively supports the prosecution of the Global War on Terrorism (GWOT), while simultaneously preparing to implement a strategic transformation that will take advantage of both the opportunities and evolutions in the 21st century international security environment.

The GWOT, unlike any war in the past, demands greater emphasis on closer relationships with friends and allies. EUCOM must remain engaged regionally in order to build upon international relationships and the many institutions which can help manage crises when they occur or, ideally, before they occur. As such, the value of forward basing, forward presence, and focused commitment remains an essential cornerstone of our strategy for the future.

During the Cold War era, U.S. and North Atlantic Treaty Organization (NATO) force structures were primarily focused toward the Eastern borders in order to ensure the territorial integrity of Western Europe against the Soviet Union's conventional and nuclear forces. Fortunately, the Soviet Union and the Warsaw Pact collapsed, as did many of the threats they posed. But the peace expected to emerge with the demise of the Soviet Union and the dawn of a new century has, thus far, failed to materialize. New threats have emerged that are qualitatively and quantitatively different from the conventional and traditional challenges of the past century. The rise of radical fundamentalism in many regions of the world provides the breeding ground for the actions of transnational groups who are unhesitant in their willingness to employ tactics of terror in order to coerce, blackmail,

intimidate, and threaten populations and their sovereign governments. Narco-terrorists use these same tactics to secure their own financial gain and contribute to undermining the social fabric of free societies. Other criminal groups exploit the despair existing in nations beset with the demographic challenges of rising populations, declining resources, limited opportunity, and unstable governments. Transnational groups recognize no traditional political borders, making it extremely difficult for individual nations to effectively defend against the threat on a unilateral basis. Such groups have shown no moral hesitation in imposing their terror tactics against civilian populations or civil structures. Clearly, they represent an unconventional and asymmetric threat to our interests, and to those of our friends and allies. It is to this end that EUCOM is dedicated to a fundamental transformation on a scale not seen since its creation at the end of World War II.

The European Command's 21st century center of gravity reflects the continuing importance of the "Greater Middle East," to include nations in the so called "arc of instability;" the Caucasus states, the Levant, and the "ungoverned" regions of North and West Africa. As a result of U.S. military successes in Afghanistan and Iraq, transnational groups are increasingly denied safe havens in traditional sanctuaries. They are moving into regions where nations already struggle with explosive population growth, resource scarcity, weak national institutions, and ineffective militaries.

EUCOM's greatest contribution to security and stability lies as much in preventing conflict as it does in prevailing on the battlefield. This is accomplished through influence and engaged leadership, and is sustained only through our enduring and visible presence and commitment. The operational environment within EUCOM's AOR continues to evolve in ways that were largely unforeseen and difficult to predict just a few short years ago. Expanding Theater Security Cooperation requirements, an expanding NATO, instability in

Africa and Eastern Europe, and the GWOT largely define ongoing changes and require a comprehensive review of EUCOM's theater strategy. Today's security environment has been fundamentally changed by enemies without territory, without borders and without fixed bases. These realities require us to be able to "see" everywhere and to be able to project power anywhere—quickly. From its geographic vantage point, EUCOM is ideally positioned to engage, disrupt, dismantle, and prevent terrorists from using their lines of communication and methods of resourcing which are critical to their ability to both operate and sustain themselves.

EUCOM's ability to pursue, engage, and win decisively on a fluid and nonlinear modern battlefield will require a very agile and highly responsive force which is properly equipped, well trained, and maintained at a high state of readiness. It should be agile, deployable, and sustainable. EUCOM's Strategic Theater Transformation (STT) Plan, which is a component of the Department of Defense's Integrated Global Presence and Basing Strategy, when approved, will permit EUCOM to transform itself in such a way as to be better able to meet the diverse challenges of this new century. The fundamental objective of our plan is to increase EUCOM's strategic effect through a fundamental realignment of basing concepts, access and force capabilities. In no way should this signal a reduced commitment or interest in our region, but rather a shift in conventional thinking and desire to adopt new methods to better protect our interests in today's international security environment.

NATO, which has been since its inception the fulcrum of transatlantic and inter-European security, remains the preeminent security alliance in the world; but it too is in the midst of dramatic change. The Alliance's renewed commitment and revitalization are already evident by this year's pending expansion from 19 to 26 members, dramatic changes in its command structure, renewed focus on improving capabilities, and participation in global

missions. They represent the beginning of NATO's most comprehensive and far-reaching changes in the history of the Alliance. A transformed NATO, with greater agility, capability, and a new vision for engagement outside its traditional area, will be an essential and more capable partner for the United States. We should welcome and fully support this historic change in the alliance.

The ongoing transformations in EUCOM and NATO are inextricably linked to the challenges inherent in today's international security environment. These simultaneous transformations are mutually supporting and complementary, the synthesis of which produces an effect greater than the sum of its parts. By its leadership and example, EUCOM supports both the Alliance in its transformation as well as NATO member nations undergoing their own internal transformation.

EUCOM's proposed plan is based on the assumptions that the United States:

- Desires to maintain its current position as a nation of global influence through leadership and the efficient and effective application of informational, military, economic and diplomatic power.
- Remains committed to its friends and allies through commitments to global and bilateral organizations and institutions, and supports treaties and international agreements to which it is a signatory.
- Remains committed to a global strategy, which is forward based and composed of forward deployed forces in key areas, which contribute to the first line of defense of peace, stability and order.

- Supports in-depth transformation of its armed forces and basing structure, which is required in order to respond to 21st century threats and challenges.
- Will continue to seek ways to mitigate or offset obstacles posed by 21st century global sovereignty realities through a reorientation of its land, sea, air and space presence.
- Recognizes that the current concept and disposition of U.S. basing within EUCOM may not adequately support either the strategic changes attendant to an expanding NATO alliance, or the rapidly changing national requirements of this area of responsibility.
- Will seek to preserve those assets which are of enduring value to its mission, goals and national interests so long as their location measurably contributes to our global strategy, the NATO alliance, and our bilateral engagements within the theater.

The goal of EUCOM's transformation is to produce a strategic capability that is better able to support the National Security Strategy.

II. UNITED STATES EUROPEAN COMMAND and NATO OPERATIONS

European Command and NATO are currently engaged in numerous operations both inside and outside their traditional areas. The GWOT has challenged peace loving nations to join together to defeat an enemy that has no honor, no state and no traditional military forces. The enemy of the 21st century is the terrorist who, for either ideological or monetary gain, will attack militaries and civilians indiscriminately. EUCOM and NATO's high level of involvement illustrates the important role these organizations play in directly confronting emerging threats.

U.S. EUROPEAN COMMAND OPERATIONS

The European Command is comprised of five components which conduct operations both in-theater and out of theater: U.S. Army, Europe (62,000 uniformed personnel); U.S. Air Forces in Europe (30,000 uniformed personnel); U.S. Naval Forces, Europe (12,500 shore based uniformed personnel; 12,000 additional under the operational control of the Sixth Fleet); U.S. Marine Corps Forces, Europe (150 uniformed personnel); and Special Operations Command Europe (2,000 uniformed personnel).

EUCOM's missions are as wide as they are vast. We extend our operations throughout Greenland, Iceland, Europe, Africa, the Levant, Eurasia, and the Middle East, to include Iraq. At the height of EUCOM's participation in Operation Iraqi Freedom (OIF), more than 54,000 Soldiers, Sailors, Marines and Airmen from EUCOM's components were deployed for combat, or were in direct support of combat operations. In addition to conducting or supporting many bilateral and multinational operations, EUCOM forces also serve in the Balkans supporting NATO's military missions, and actively prosecute the GWOT throughout our theater.

In-Theater Operations

Maritime Intercept Operations (MIO). EUCOM established the Joint Forces Maritime Component Commander (JFMCC), consisting of NAVEUR SIXTHFLEET Naval assets, in December 2001 for the purpose of conducting maritime interdiction operations in the Mediterranean Sea. In combination with Operation Active Endeavour, JFMCC and NATO forces have hailed 39,500 ships (both U.S. and NATO) in order to ascertain specific information regarding the carrier, its cargo and destination. In addition, they monitored more than 30,000 ships and conducted 45 compliant boardings (by a combination of U.S. and NATO forces). Nations of the western Mediterranean report as much as a 50 percent reduction in illegal immigration over the past year—a reduction directly attributable to this operation.

Liberia. In June 2003, EUCOM deployed Special Operations Command Europe to Liberia as a Joint Special Operations Task Force with 300 Special Operations personnel to coordinate and assist with the evacuation of 133 American citizens and 32 third country nationals. EUCOM responded to the worsening humanitarian crisis by deploying Joint Task Force Liberia, a sea based Joint Task Force of over 3,800 servicemen and women commanded by EUCOM's Southern European Task Force Headquarters. The American presence both offshore and on the ground was a source of confidence and stability that allowed the introduction of a U.S. supported peacekeeping force from the Economic Community of West African States (ECOWAS). The efforts of JTF Liberia went a long way toward mitigating a humanitarian crisis in Liberia and preventing it from becoming a source of regional instability by helping international organizations respond effectively.

Georgia Train and Equip Program (GTEP). Since May 2002, GTEP has provided the Georgian government and its military with a very successful military training program that continues to enhance the Georgians' ability to protect their sovereignty and stabilize the region. By the time its mission is completed in May 2004, GTEP will have trained approximately 2,600 Georgian soldiers. The successful December 2002 transition of this program's lead agency, from Special Operations Forces to U.S. Marine Corps Forces, Europe, highlights the fact that conventional forces can be used for train and equip missions, freeing Special Operations Forces for other missions. EUCOM, in coordination with the Defense Department and the Department of State, plans to continue its military transformation support to this fragile democracy. This effort and other similar security cooperation activities are examples of programs that require small investments but yield enormous dividends in our effort to promote peace, stability and democracy.

Pan Sahel Initiative. This initiative is a new effort to assist Mali, Niger, Chad, and Mauritania in detecting and responding to the migration of

asymmetric threats across and within their poorly controlled borders. SOCEUR leads this program in training and equipping company sized, rapid reaction units, providing them the mobility, communication, navigation, and individual soldier skills essential for border security, internal defense, and counterterrorism efforts. Like GTEP, EUCOM plans to transition the lead for this program from SOCEUR to MARFOREUR in the near future. EUCOM also encourages the Maghreb countries (Algeria, Morocco, and Tunisia) to work more closely on common issues related to fighting terrorism.

Out of Theater Operations

Operation Enduring Freedom/Operation Iraqi Freedom. In addition to our in-theater missions, EUCOM continues to provide essential support to U.S. Central Command (CENTCOM) and the GWOT as a supporting command for Operation Enduring Freedom (OEF). This includes the provision of a U.S. Army MEDEVAC helicopter unit in support of NATO's International Security Assistance Force in Kabul. Furthermore, intelligence capabilities and analysis from both EUCOM and CENTCOM are integrated to address key problem areas along mutual boundaries, to include Iran, Turkey, Syria and East Africa. But perhaps the most important mission with which EUCOM has been involved has been its participation as a supporting command in Operation Iraqi Freedom (OIF).

U.S. Army, Europe (USAREUR). USAREUR deployed over 26,000 soldiers to Operation Iraqi Freedom, including the headquarters and major elements of V Corps, the 1st Armored Division based in Germany, and the 173d Airborne Brigade based in Italy. V Corps led a major element of the ground attack on Baghdad and continues today as the ground force controlling headquarters in Iraq. The night combat jump into Northern Iraq by soldiers of the 173d Airborne Brigade was one of the largest infantry combat jumps since the Korean War. Currently, USAREUR is redeploying the nine separate brigades of V Corps, the 1st Armored Division, and the 173d Airborne Brigade to garrison,

while deploying the 1st Infantry Division and elements of the 21st Theater Support and 5th Signal Command to Iraq.

U.S. Air Forces, Europe (USAFE). USAFE deployed 24 fighter aircraft and support personnel to the Iraqi theater and flew countless air refueling, surveillance and reconnaissance, and long-range strike missions from permanent and expeditionary air bases within EUCOM in support of OIF. C-130 aircraft from U.S. Air Forces in Europe continue to transport vital supplies and equipment bound for Iraq through Europe. Additionally, USAFE provides advanced basing support to both CENTCOM and U.S. Transportation Command at several air bases within the region.

U.S. Naval Forces, Europe (USNAVEUR). USNAVEUR exercised operational control of the USS HARRY S. TRUMAN and USS THEODORE ROOSEVELT Carrier Strike Groups, with 22 ships and 157 carrier-based aircraft. Strike Group aircraft flew over 3,000 combat sorties from the eastern Mediterranean Sea and delivered precision-guided ordnance with Coalition Forces in Northern Iraq. Naval cruisers and destroyers launched 36 Tomahawk Land Attack Cruise missile strikes into Iraq from the Mediterranean, while additional USN units launched missiles from the Red Sea.

U.S. Marine Corps Forces, Europe (MARFOREUR). USMARFOREUR, led by the 26th Marine Expeditionary Unit (MEU), demonstrated its operational agility by conducting an insertion of combat forces into Northern Iraq while deployed in the Mediterranean Sea. Upon receipt of a mission tasking from the CENTCOM Commander, the MEU was inserted from Souda Bay, Greece, into Northern Iraq during a critical stage of OIF where it provided a significant contribution to the combat power ashore and aided significantly in conducting conventional combat operations.

Special Operations Command, Europe (SOCEUR). SOCEUR was directly engaged in both combat and civil military operations in northern Iraq as part of CENTCOM's Joint Special Operations Task Force-North.

Theater Support. EUCOM's success in supporting Operation Iraqi Freedom is directly attributable to the theater support inherent in this geographical location, the men and women who serve in the command, and the infrastructure available. EUCOM's experience in OIF demonstrates the value of the European in-theater and "en route" transportation systems that provide critical power projection capabilities and facilities. There exists no better combination of rail, road, inland river, and air infrastructure systems from which to deploy our combat forces. This superb and mature network feeds some of the largest seaports in the world. Our theater transportation systems proved instrumental in the successful deployment of 54,000 soldiers and 29,000 short tons of supplies and equipment by air, and more than 290,000 short tons of supplies and equipment by ship, rail or barge through the EUCOM theater to Kuwait, Turkey, Israel, Hungary, Romania and many other countries. Seventy percent of all Iraqi theater communications bandwidth and architecture continues to be routed through EUCOM controlled links. Additionally, the German government continues to provide thousands of soldiers, police, and border guard forces to help secure EUCOM's installations, housing areas and communities.

EUCOM's medical facilities continue to provide specialized recuperative and rehabilitative care to wounded and injured U.S. and allied soldiers from the Iraqi and Afghanistan theater of operations. To date, more than 9,280 patients have received treatment at Landstuhl Regional Medical Center, Germany and 1,380 received care at the Expeditionary Medical Facility/Fleet Hospital in Rota, Spain, prior to its redeployment in June 2003.

Given the multiplicity of deployment infrastructure and nodes, our European operating bases provide for enhanced deployment infrastructure which complements our national structures. They also have the advantage of being an "ocean closer" to the regions where our strategic interests will be focused: the greater Middle East, Russia and Ukraine, and Africa.

Reserve Component

EUCOM is reliant upon the contributions of the Reserve Component. Presently, there are over 4,800 Reserve and National Guard personnel deployed in-theater conducting a wide range of critical missions. The Reserve Component is currently executing the entire Bosnia mission and almost two-thirds of our forces in Kosovo are reservists. Additionally, a large percentage of our intelligence personnel in EUCOM are activated reservists. Our reliance on the Reserve Component is most acute in the intelligence, counterterrorism and logistics fields.

Since the beginning of our operations in the Balkans, approximately 30,000 Reserve Component personnel have deployed to the region and have performed admirably. With the approaching successful completion of the military tasks mandated by the Dayton Peace Accords, we will continue to reduce our forces in SFOR. This will also reduce the overall requirements for the Reserve Component in our theater.

NORTH ATLANTIC TREATY ORGANIZATION OPERATIONS

History will show 2003 to have been a watershed year for the NATO Alliance. Contrary to some who claim that the best years are behind it, NATO demonstrated this past year its new vision for confronting security threats in a global context. Following the guidance of the 2002 Prague Summit, NATO began a fundamental transformation program at a pace that has surprised even the most cynical observers. During 2003 alone, the Alliance conducted no less than five major and highly successful operations, most of them simultaneously.

Stabilization Force (SFOR). In Bosnia Herzegovina, SFOR made significant progress toward completing its military tasks under the Dayton Peace Accords. With the Bosnians making important progress in reforming their military and disarming, the Alliance has continued its drawdown of forces. As of 1 April, the U.S. troop contribution will be 1,050 of the

nearly 10,000 troops currently in SFOR. Discussions are currently underway with the European Union to transition to a policing mission by year's end.

As the SFOR mission draws to a conclusion, U.S. numbers are projected to decrease to a smaller number of personnel to support a stay-behind NATO HQs element, to maintain a "warm base" (TF Eagle), and to continue our successful Persons Indicted For War Crimes (PIFWC) efforts. Recently, our international operations to apprehend PIFWCs were fundamentally restructured. PIFWC detention operations continue to be one of the great under recognized success stories of our mission in the Balkans. Of the more than 120 people indicted by the International Criminal Tribunal for Yugoslavia, 93 have appeared before the Tribunal, 21 remain at large today, and the remainder have died from a variety of causes.

Kosovo Force (KFOR). NATO's KFOR continues in its mission to provide security in the region, as well as in assisting the United Nations Interim Administration in Kosovo. NATO's troop strength was reduced to 17,730 in 2003 with U.S. forces contributing nearly 12 percent (2,010) of the personnel. NATO will conduct Periodic Mission Reviews to assess future force requirements in Kosovo. It may be possible to transition to a Deterrence Presence profile in KFOR during 2004, which may allow the U.S. to reduce troop strength to around 800, but this is a decision for the NAC.

Operation Concordia. This operation in the Former Yugoslav Republic of Macedonia, which was the European Union's (EU) and NATO's first collaborative effort, came to a successful conclusion in 2003. The success of this mission demonstrated that NATO-EU military collaboration in an embedded EU planning cell at Supreme Headquarters Allied Powers Europe is a good thing.

International Security and Assistance Force (ISAF). NATO began its most ambitious operation, ISAF in Afghanistan, in response to a United Nations Security Council Resolution in August 2003. The deployment of nearly 6,000 NATO and non-NATO troops to Afghanistan represents the first combined force

global deployment for the Alliance. On 30 December 2003, ISAF expanded its mission and assumed command of the German-led Provincial Reconstruction Team (PRT) in Konduz, a province in northern Afghanistan. The North Atlantic Council has subsequently approved a Concept of Operations (CONOPS) for the gradual expansion of the ISAF mission to include a greater number of PRTs. A full Operations Plan, based on this approved CONOPS, was submitted to the International Military Staff at NATO Headquarters in late February 2004. NATO's assumptions of this mission, the deployment of these forces to Afghanistan, and ISAF mission expansion in the near future are all physical manifestations of the Alliance's recognition of its responsibility to engage in security challenges outside its traditional area.

Operation Active Endeavour. This is NATO's maritime interdiction operation in the Mediterranean Sea and is contributing significantly to the GWOT. Beginning in 2001 as part of NATO's Article V response to the 11 September 2001 attacks, Operation Active Endeavor has produced the most comprehensive maritime surveillance picture in the Mediterranean in years and has proven to be extremely successful in interdicting criminal and terrorist activities that use the Mediterranean as a sea line of communication. It is conceivable that Operation Active Endeavor's maritime interdiction operation could be extended into the Black Sea.

Operation Display Deterrence. In February 2003, NATO conducted Operation Display Deterrence, an Article IV mission, in response to Turkey's request for NATO's assistance to deter an attack from Iraq.¹

Operation Iraqi Freedom (OIF). In addition to NATO missions, the Alliance provided assistance to the member countries that deployed forces to Iraq in support of OIF. NATO provided assistance to the lead nation, Poland,

¹ Article IV states that "The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened."

as well as to Spain, Hungary, other NATO Nations and several non-NATO members that deployed forces for this important mission.

Air Policing. Finally, NATO is planning for a modernized and expanded air policing and air defense mission, the goal of which is to extend the Alliance's air defense coverage to member and soon-to-be member nations who currently do not have the capability to provide it for themselves.

Regardless of the eventual course of action, NATO should adopt a comprehensive solution that covers all 26 member nations in the defense of their airspace and fulfills the Alliance's Article V responsibilities.

Operationally, NATO is the busiest it has been in its 50-plus year history. The Alliance has deployed more than 22,000 personnel to the Balkans, over 2,600 to Operation Active Endeavour, and nearly 6,000 to Afghanistan under the NATO flag. While not a NATO mission, NATO member nations have also deployed more than 17,000 personnel in Iraq in support of Operation Iraqi Freedom. Training, interoperability and past operations and past operations through the Alliance enhanced the coalition's mission.

III. UNITED STATES EUROPEAN COMMAND AND NATO TRANSFORMATION

In light of the ever-evolving international security environment and newly emerging threats, both the European Command and the NATO Alliance have embarked upon a process of comprehensive transformation to better prepare both organizations to face today's transnational threats. The current strategic environment demands we find ways to maximize our effect, working both unilaterally and with our allies. We are participating in a deliberate process requiring study, in-depth consultation and focused prioritization. As we transform we will continually review our progress and the metrics by which our requirements are determined. Our transformations must be tailored to meet not only the threats of today and tomorrow, but those we will confront in the years ahead. EUCOM and NATO transformation efforts are inextricably linked and will have complementary and reinforcing effects.

U.S. EUROPEAN COMMAND TRANSFORMATION

Three Areas of Focus. The European Command was extremely active in 2003 as it contributed to the Global War on Terrorism, to include providing support for the war in Iraq, and engaging with our allies to improve security cooperation efforts, and working a number of bold new initiatives to transform our presence in the theater. Over the past year, EUCOM has emphasized three areas important to transformation. First we continued the reduction and realignment of "legacy" infrastructure, which was better suited to support Cold War requirements. Secondly, we reassessed the manner in which our forces are deployed and assigned to this theater from the United States. This included the reorientation of our forces toward the southeast and south to more suitably reflect EUCOM's expanding strategic responsibilities. In addition to being joint, agile, sustainable, and highly mobile, future forces operating in our region will be a combination of both permanently based and rotational units. Finally, EUCOM has adopted operational concepts which capitalize on innovation, experimentation, and technology in order to develop a force that can achieve a greater strategic effect. Simply put, the traditional military principle of "mass" no longer equates to commitment or capability. We will continue to re-tailor our forces based on an expeditionary model much better suited to meet the demands of the 21st Century.

Basing Concepts. Essential to achieving this strategic effect are the development of basing and force manning models that develop the principles of an expeditionary philosophy. To achieve the first, we envision a series of smaller forward operating bases (FOBs) and forward operating locations (FOLs) strategically located throughout the AOR. Such bases will be anchored to

several existing Joint Main Operating Bases (JMOBs), which are of enduring strategic value and remain essential to theater force projection, throughput, and sustainment. Pre-positioned war reserve material at Joint Prepositioned Sites (JPS) will augment this basing plan by allowing units to "fall in" on essential equipment that will capitalize on the strategic advantage of being an "ocean closer" to engagement, influence, and conflict. JPS also present the added benefits of significantly reducing the requirements placed upon an already overburdened strategic transportation system. They allow for the extension of the range and effect achievable by FOBs and FOLs through augmentation with the logistical support of selected prepositioned sites. This new basing plan, together with the strategic positioning of JPS, will help effectively posture our forces, in order to counter current and future threats.

Operational Concepts. EUCOM is working with the Office of the Secretary of Defense (OSD), the Joint Staff, the service secretariats, the military departments, and EUCOM's service components in developing a viable plan to meet the security challenges of the 21st century. Changes proposed in our transformation plan represent a dramatic shift in EUCOM's operational concepts in support of an overarching global strategic realignment of U.S. forces. The United States' level of interest, commitment, and military capability resident in this theater should no longer be measured exclusively by the number of troops permanently based in Europe. The new measure will be based on strategic effect by the effective application of the combination of both forward basing and rotational presence.

Efforts to realign our basing concepts and our force capabilities will revolve around implementing a strategy more reflective of the new security environment and our national interests. Power projection platforms and operating bases will be located in such a manner as to compensate for finite limitations of strategic air- and sea-lift assets, and they will capitalize

on the utility of existing bases, and our ability to pre-position needed military equipment and stocks. The analysis and planning leading to the transformation of EUCOM's strategic footprint will yield important results in future years as we continuously refine and implement the Strategic Theater Transformation plan.

As EUCOM shapes the theater with forward operating bases and forward operating locations (FOBs and FOLs) to facilitate the projection of U.S. military power within and beyond the AOR, we will maintain leadership within NATO and across the AOR that is credible and capable. This is a function of both force positioning and the provision of transformed, expeditionary, joint capable, and ready forces. These forces will be characterized by increased deployability and tremendous agility, responsive across the full spectrum of joint and combined operations. The presence of a genuinely transformational force stationed in Europe will measurably enhance EUCOM's capacity to energize NATO's transformation and to garner support among NATO allies for an expanded role in the GWOT. It will demonstrate our commitment to them through usable, transformed, and versatile military forces.

Efficient Basing Grafenwoehr. A pillar of our transformation is our world class Joint Expeditionary Training Center at Grafenwoehr and Hohenfels in Germany. Situated in the heartland of Europe, this "center of excellence" places the United States on the "high ground" to lead a transformed NATO in the GWOT. It is in close proximity to our NATO partners, NATO aspirants, and Partnership for Peace (PfP) nations and consists of the finest set of firing ranges and maneuver training areas available to U.S. and NATO forces today.

In particular, the Center's six sophisticated, urban training sites are embedded within a sizeable maneuver area with realistic non-English speaking civilians representing diverse ethnic groups which more aptly simulates the environs in which our soldiers will operate. Training in the tactics, techniques and procedures for in urban warfare, stability operations, and

other GWOT related operational requirements greatly enhances our interoperability with our NATO partners. The Grafenwoehr expeditionary training site has been instrumental in training our forces for a variety of combat and peacekeeping tasks essential to our success in the Balkans, Liberia, and the GWOT, most notably in Iraq. Further, as a JMOB, the training center provides a world class power projection platform, capitalizing on the advanced European transportation infrastructure and existing status of forces agreements to deliver forces to contingency areas through EUCOM and into the CENTCOM AOR.

As we engage in our transformation efforts, we must be mindful of the impact these actions will have on our most important asset - our people. EUCOM is accountable to service members and their families, from whom much has been asked, and who have sacrificed greatly as the theater posture is adjusted. Regardless of the course of action that is ultimately selected, we will implement reforms in a manner that takes into account the quality of life of our families, both military and civilian alike.

NORTH ATLANTIC TREATY ORGANIZATION TRANSFORMATION

NATO Command Structure. The Alliance, while extensively engaged in international security matters, is also simultaneously undertaking the most significant transformation in its history. At the Prague Summit in November 2002, NATO members agreed to undertake many significant changes. The first of these was the streamlining of the NATO Command Structure. During this past year, the Alliance deactivated Allied Command, Atlantic; activated the Allied Command, Transformation (ACT); and renamed Allied Command Europe as Allied Command, Operations (ACO). Additionally, NATO identified 12 subordinate regional headquarters for eventual deactivation, a process that will occur over the next several years, but one that is already underway. The last significant change to the NATO Command structure will be the activation of the Alliance's third joint headquarters, Joint Headquarters

West (JHQ(W)) in Lisbon in March, 2004, which will serve as the headquarters for a sea-based combined joint task force. This headquarters, along with Joint Headquarters North in Brunssum, The Netherlands, and Joint Headquarters South, Naples, Italy, will exercise command and control over the NATO Response Force on a rotational basis.

NATO Response Force (NRF). Perhaps the most important initiative emerging from the Prague Summit was the decision to create the NRF, a truly transformational capability that will give the Alliance significant new military capabilities. For the first time in its history, NATO will have a trained and certified, standing, integrated force of sea, land, air, and special operations components under a single commander. The Very High Readiness element of the NRF will have the capability to begin deployment within five days and will be able to sustain itself for up to 30 days.

NATO inaugurated the "proof of concept" initial capability of the NRF on 15 October 2003 and held its first live field training exercise, Allied Response '03, in November. The exercise involved over 1,000 personnel, 21 aircraft, and three ships from 12 nations, demonstrating the interoperability and expeditionary capabilities that exist today.

The first two NRF rotations are purposefully designed to be smaller and more limited in scope in order to facilitate the development of necessary doctrines, training and certification standards, operational concepts, and readiness reporting criteria and systems.

The NRF will achieve Full Operational Capability no later than October 2006 and will provide NATO with a capability of responding with a military force during the "Deterrence Phase" of a developing crisis. This force will have a range of operational capabilities that can be used across the spectrum of conflict - rapidly and sequentially. While the NRF will have the capability for high intensity operations if required, it will also be available to conduct humanitarian operations, peacekeeping/peace enforcement,

and forcible entry operations. It will also be capable of conducting simultaneous operations.

The creation of the NRF is significant beyond the fielding of an important new military capability. It represents a manifestation of the Alliance's commitment to change in order to better confront the emerging threats of this new century. In creating this force, the Alliance advanced the NRF from concept to physical reality in less than a year. Such rapid and comprehensive change is virtually unprecedented in the Alliance, and provides a basis for increased optimism for the future.

While challenges in the area of CJSOR shortfalls and defining the best command and control structure currently exist, it is clear that the NRF is the centerpiece for Alliance Military Transformation and operational capability in the new security environment. The NRF is truly the transformational vehicle for NATO's military capability in the 21st century, and is worthy of our most focused support.

Statement of Requirements. Another key initiative that will likely pay an important dividend is the full definition of NATO's military requirements for the 21st century. This will allow member nations to base the construction of their own force structure on what is needed to support the Alliance. This Statement of Requirements will go a long way toward ensuring the Alliance's transformation in the future.

NCO Development Program. The final major initiative emerging within the Alliance during 2003 was the creation of an NCO Development program and the establishment and installation of the first senior noncommissioned officer for Allied Command, Operations. This position was created in order to provide NATO members, invitees, and partner nations with a resource to transform and rebuild their own noncommissioned officer corps and enlisted force, should they choose to do so. The many and diverse changes in NATO

signal a tectonic shift that has already contributed significantly to our mutual security interests.

Partnership for Peace (PfP). NATO is also reexamining a number of programs related to its numerous bilateral relationships. It is only appropriate that I mention that this year marks the 10th anniversary of the NATO-led PfP Program. This highly successful program has produced seven new NATO members who will accede into the Alliance this year. An example of how the relationships formed in PfP have paid great dividends for both the Alliance and the U.S. is the ongoing use of important facilities in several PfP countries in the GWOT. Now is the time to seek a revitalization of PfP. At the core of current NATO thinking on PfP adaptation is an interest in refocusing it both geographically and functionally, shifting geographical emphasis to Central Asia, the Caucasus, and the Mediterranean Dialogue nations and shifting functional emphasis to institution building, reform, and interoperability.

PfP's transformation cannot be achieved in isolation from Alliance transformation objectives and processes, U.S. national security priorities, Allied Command Operations' objectives, and the national and regional security priorities confronting nations today. Refocusing PfP on the new missions, new tasks, and new capabilities of the Alliance in response to new threats challenging the international community is critical to its successful evolution. Any PfP adaptation should reduce the capability and interoperability gap between the Allies, increase the availability of "useable forces" and strengthen potential coalition military capabilities. NATO's core objective is to establish in PfP the appropriate focus, priorities, exercises, and supporting activities to ensure that it produces operationally effective partners for NATO-led Crisis Response Operations and NATO Response Force actions.

NATO-Russia Interoperability Program. This program, initiated in May 2003, has changed the character of the overall traditional NATO-Russia military-to-military program. Focused on the objective of establishing permanent interoperability, NATO and Russia have implemented 21 activities in 2003 and 35 more are scheduled for 2004. Logistics, strategic lift, and theater missile defense activities will also be included in the focus of work with Russia this year. Russia has returned to PfP and NATO welcomes a renewed relationship under development with the Russian General Staff and its Main Operations Directorate.

NATO-Ukraine. Another important bilateral affiliation is the NATO-Ukraine relationship. Ukraine's progress in the implementation of its Membership Action Plan was noted by the Foreign and Defence Ministerials in Brussels in December, 2003. The strategic relationship with Ukraine is a central focus of the Allied Command for Operations. Ukraine's role in the Partnership for Peace program, troop contributions to KFOR, and its troop commitments to Operation Iraqi Freedom are significant and are to be commended.

NATO's leadership has laid the groundwork for its successful transformation. The clear military guidance given at the 2002 Prague Summit has set the path. Some of these initiatives are as "simple" as opening dialogues and establishing agreements. Other initiatives come with a price tag. It is incumbent upon the Alliance to ensure the necessary resources are applied to make concepts realities.

IV. REQUIREMENTS FOR STRATEGIC IMPLEMENTATION

The quality of EUCOM's infrastructure has a profound impact on all operations, training and security cooperation activities, as well as the quality of life of service members. Given this fact, and the current state of our facilities, infrastructure investment and maintenance is the most

critical funding requirement. Key theater investment requirements must be met for infrastructure investment, family housing, "en route" infrastructure, anti-terrorism force protection, theater Command, Control, Communications and Computers (C4) modernization, and Intelligence, Surveillance, and Reconnaissance (ISR) requirements, as well as Quality of Life programs.

Theater Infrastructure

Our most important program in U.S. Army, Europe is Efficient Basing Grafenwoehr, which focuses on structuring forces and basing facilities to be best postured for training and responding to current and emerging threats in the greater Middle East and Africa.

Efficient Basing Grafenwoehr is an initiative to enhance readiness, gain efficiencies, and improve the well being of 3,500 soldiers and 5,000 family members by restationing a brigade combat team from 13 installations in central Germany to a single location at Grafenwoehr, Germany. This initiative began in earnest with the approval and appropriation of \$25 million for planning and design in fiscal 2001; construction began in fiscal 2003 with appropriation of \$69.9 million and was followed by \$88.1 million in fiscal 2004. An additional \$77.2 million is budgeted for this program in fiscal 2005. It is our intent to complete the program in fiscal 2006 at a total cost of \$629.2 million. This major program supports the future strategic footprint in the theater and will maintain the Grafenwoehr, Hohenfels, and Vilseck areas as key installations as part of a future JMOB. This "world class" and unique training facility located in southern Germany offers realistic field training opportunities that have given United States forces an incomparable advantage in combat operations over the last two decades.

In fiscal 2003, EUCOM identified 13 installations in the Giessen and Freiberg area for closure. As this process concludes in 2005 and these 13 bases are returned to the host, it is imperative to keep the Efficient Basing

Grafenwoehr program intact and on track. Given its enduring nature as a JMOB, the planned improvements and enhancements to facilities and infrastructure at Grafenwoehr will be central to all potential manifestations of EUCOM future basing strategies.

The return of Rhein Main Air Base to German authorities, scheduled for completion in 2005, gives further impetus to the continuing need for a Military Construction program designed to upgrade the operational capability at both Ramstein and Spangdahlem Air Bases. These upgrades to vital theater transportation nodes are essential for EUCOM to be able to sustain the level of strategic throughput required to support OIF and other global contingencies and operations.

U.S. Air Forces in Europe is also continuing its efforts to consolidate its geographically separated units throughout the theater at its enduring, major operating bases. Similarly, U.S. Naval Forces Europe is proceeding with its recapitalization plan for Naples, Sigonella and Rota. In coordination with U.S. Special Operations Command, EUCOM is exploring potential joint basing options for the Special Operations Forces stationed in-theater. This will provide EUCOM greater crisis response capabilities, enhance joint training opportunities, and more effectively position assets for use in likely areas of employment. Joint basing will become a way of life throughout the European theater. This concept will continue to be developed as our transformation plan moves forward.

EUCOM appreciates the efforts of Congress to provide for the sustainment, restoration, and maintenance of existing facilities, as well as for new military construction. The very successful use of the "build-to-lease program" to recapitalize family housing throughout the theater has substantially decreased our military construction requirements, but the need for the renovation of existing housing still accounts for almost 30 percent of EUCOM's request for such funding. We will not invest resources in housing

we anticipate closing in the near future except for ensuring maintenance and QOL standards.

"En route" infrastructure for mobility forces passing through this theater remains important for U.S. global operations. EUCOM continues to manage this requirement closely in partnership with CENTCOM and the U.S. Transportation Command through the European En Route Infrastructure Steering Committee. The Committee is seeking innovative solutions to identify and rectify potential shortfalls in order to provide the flexibility and capacity required to support any mission to any location within or through this theater. EUCOM's goal is to co-locate NATO infrastructure capability at bases where there is already a U.S. presence when it makes good sense to do so. By ensuring that U.S. and NATO infrastructure programs are coordinated and complementary, an overall reduction in construction costs to both the U.S. and the Alliance can be achieved, while efficiency and effectiveness of operations are simultaneously increased.

Family Housing

EUCOM has begun to make the significant investments needed over the next decade to enhance our support infrastructure and to take care of our people. Service members and their families see the positive trends in infrastructure and are grateful to Congress for providing the funding needed to make this possible. However, a great deal of the theater's infrastructure remains inadequate and too many service members continue to live and work in dilapidated facilities spread over inefficient, geographically separated installations.

The well-being of our military families is linked to readiness, retention, reinforcement of core values and mission accomplishment. The quality of work and the on time completion of the single and family housing renovations are impressive. The DoD-wide goal is to eliminate substandard housing by 2007. While the U.S. Naval Forces Europe will meet this goal, the

Air Force in Europe and the Army in Europe are projected to complete the goal by 2009. Funding to accomplish this for service members and their families continues to be a critical element in attracting and retaining the high caliber personnel who make the U.S. military the best in the world.

Force Protection

EUCOM continues to enhance its Force Protection posture through physical site improvements at its installations and improved intelligence operations with coalition partners and law enforcement agencies. Our emphasis on public awareness, training, physical security upgrades and formal agreements with U.S. State Department clearly delineates force protection responsibilities for Defense Department personnel throughout the theater.

During the past year, EUCOM's service components have made considerable improvements to their overall force protection posture. U.S. Naval Forces, Europe was able to employ waterside barrier systems at their primary ports. The Department of the Army funded seven Large Vehicle Cargo Inspections Systems for U.S. Army, Europe. U.S. Air Forces in Europe successfully obligated \$14.2 million in Defense Emergency Relief Funding for force protection projects. In addition, EUCOM received \$3.1 million from the fiscal 2003 Combating Terrorism Readiness Initiatives Fund (from the Chairman of the Joint Chiefs of Staff) to meet emergent antiterrorism needs at several installations. It is imperative we continue to adequately resource these critical force protection manpower and security requirements to enable EUCOM to meet the many challenges of the future and to effectively protect our personnel and facilities.

Theater Command, Control, Communications and Computers (C4) Modernization

Network-Centric Warfare and Information Superiority operations in EUCOM's Network Battlespace require continued progress in C4 modernization. We will embrace those advances in C4 capabilities derived from Department of

Defense-sponsored joint programs such as Teleport, Global Information Grid Enterprise System and the Mobile User Objective System. With Congress' help, focused attention on single integrated strategic and tactical architectures, DoD programs, and our own strategic transformation initiatives, EUCOM can provide the requisite networks needed to improve interoperability.

Intelligence, Surveillance and Reconnaissance (ISR)

EUCOM continues its work to establish an integrated intelligence, surveillance, and reconnaissance capability to increase the likelihood of detecting, tracking and interdicting asymmetrical threats. EUCOM needs an increase in Intelligence, Surveillance, and Reconnaissance (ISR) assets—from indications and warning to battle damage assessment—coupled with more robust analytical resources, to prosecute the GWOT and to provide "forward homeland security." Improved collection capabilities for Joint Task Force commanders and multinational forces should include broad area search and surveillance platforms with extended loiter capability that are both survivable and stealthy. This "persistent ISR" must have the ability to continuously gather intelligence from the modernized signals used in global networks, as well as a capability to collect electro-optical, infrared and radar imagery.

Interoperability is crucial to leverage the information collection of NATO and non-NATO partners and to augment Theater human intelligence capabilities with those from the Department of Defense and the Central Intelligence Agency. Sufficient capabilities in this regard are a major focus of the EUCOM Integrated Priorities List and the Joint Quarterly Readiness Review reports.

As EUCOM continues its transformation, there will be an increased requirement for theater intelligence assets and national technical means to acquire information across all intelligence disciplines. EUCOM is appreciative of Congress' continued support of its intelligence requirements. We will invest funding in defense intelligence transformation efforts and

programmatic shortfalls in intelligence core mission capabilities. Our highest intelligence priority remains having sufficient numbers of well trained personnel with human intelligence and language expertise, in order to support our counterterrorism analytical efforts.

Quality of Life Programs

Our most precious resources, service members and their families are our number one combat multiplier. The excellence of our force is the direct result of our concentrated and sustained commitment to their quality of life. Our military communities must be resourced to provide a strong and predictable capability to support the necessary infrastructure, housing, schools, health care, child care, family support and community services needs of service members and their families.

We urge Congress to favorably consider three Quality of Life projects (QOL) that support Efficient Basing Grafenwoehr; construction of the elementary school (\$36.2M), Vilseck High School renovation (\$9M), and the Dispensary Dental Clinic (\$13M).

In our QOL strategy, we stress that our forward deployed forces, their spouses and children deserve a fair compensation system, good places to live, quality educational opportunities, meaningful work, challenging off-duty opportunities, and access to quality health care. We are aggressively pursuing a series of initiatives designed to help improve the employment and career educational posture for our families. Chief among them is the continued improvement of educational opportunities for our family members and efforts to enhance spouse career development opportunities.

The quality of DoD's dependent education programs ranks very high in determining the QOL of our service members and our civilian personnel. We are very proud that this system is recognized as a benchmark for other public school systems. EUCOM is grateful that Congress provides the support to enrich our children with such great opportunities. These schools, with

nearly 48,000 students, need your continued support and funding to ensure high educational standards are maintained.

V. UNITED STATES EUROPEAN COMMAND STRATEGIC RESOURCES

Theater Security Cooperation (TSC). Within EUCOM, we have a variety of resources, programs, and policies available to aid us in developing and implementing our TSC strategy. The value of these strategic resources cannot be overstated. Our TSC implementation plan is derived from the Secretary's Security Cooperation Guidance and is specifically designed for our theater. Security cooperation builds and nurtures relationships that protect U.S. strategic interests, enhance allied and "friendly" capabilities for self-defense and coalition operations, and provide for peacetime and contingency access and "en route" infrastructure.

Since 11 September 2001, the vast majority of the 93 nations in the EUCOM AOR have offered or provided intelligence, basing access, over-flight rights, forces, and equipment, as well as other forms of support, to our efforts in the GWOT. The degree of support EUCOM received from our allies is directly related to the effort and attention given to the security cooperation program.

EUCOM's strategic vision is best achieved in concert with allies, partners, and friends. Security cooperation efforts in-theater include working with many nations throughout the AOR in a variety of programs. We are increasingly working in Africa to improve intelligence, peacekeeping capabilities, and overall regional stability. We are increasing military cooperation with Russia, and developing new relationships with countries of the Caucasus and Caspian regions. These efforts have protected and strengthened important U.S. economic and security interests, while assuring our European allies that the U.S. remains committed to European security and to the alliance.

Within our Security Cooperation Strategy are several security assistance programs that are vital to implementing foreign policy guidance and attaining national security objectives. They promote interoperability with U.S. forces and help build professional, capable militaries in friendly and allied nations. EUCOM supports military security cooperation in partnership with 43 Offices of Defense Cooperation and 72 Defense Attaché Offices. EUCOM's chief programs include:

- **Foreign Military Financing (FMF)** provides critical resources to assist nations without the financial means to acquire U.S. military goods, services, and training and access to U.S. expertise in defense restructuring and management. It is an essential instrument of U.S. influence.
- **International Military Education and Training (IMET) and Expanded IMET (E-IMET)** provide educational opportunities emphasizing and reinforcing civilian control of the military and promote domestic stability in a region where armies are often the principal organizing institution in society. These are some of the most prominent and effective tools the U.S. possesses to advance the principles of responsible governance, to provide stability to newly-formed democracies, and to imbue militaries with the importance of the civil-military relationship. IMET also enables military-to-military cooperation and interoperability, which enhances our ability to assemble and operate as part of a coalition.
- **Foreign Military Sales (FMS)** demonstrate the continued primacy of Trans-Atlantic defense relationships to U.S. security interests. Foreign Military Sales encourage interoperability between forces within EUCOM's area of responsibility, help modernize the militaries of new

friends and partners, and assure a strong U.S. presence in the development and implementation of the Prague Capabilities Commitment.

- **Joint Combined Exchange Training (JCET)** exercises are small, low cost and low visibility exercises that are essential to keeping regionally aligned Special Operations Forces trained in mission essential tasks, and are an indispensable tool that enhances EUCOM's Theater Security Cooperation Strategy. JCETs are uniquely tailored with personnel (ranging from 12-250) who possess certain skill sets, along with special equipment that is focused on a particular region to accomplish a prescribed mission or task. Special Operations Command Europe coordinates the JCET program for EUCOM. We have conducted as many as 50 JCET exercises in a single year. This year we plan to conduct 30. JCET events focus on the GWOT and enable the U.S. to build the intelligence required to find and fix terrorist targets.

Other important aspects of our Theater Security Cooperation strategy are the training and educational programs that are available through the George C. Marshall European Center for Security Studies; the Africa Center for Strategic Studies; the Near East-South Asia Center for Strategic Studies; the NATO School; the African Contingency Operations and Assistance Program.

- **The George C. Marshall Center** continues to be one of EUCOM's most important security cooperation assets for achieving U.S. goals and objectives with other nations. The Marshall Center mission is to create a more stable security environment by advancing democratic defense institutions and relationships, promoting active, peaceful, security cooperation, and enhancing enduring partnerships among the nations of America, Europe, and Eurasia. The Center is crucial to building trust and confidence with the civilian and military leaders of

more than 50 nations within our AOR. To date, over 3,000 graduates and 10,553 non-resident participants have been influenced by the Center, allowing the United States to build successful coalitions in the GWOT. More than 169 graduates of the Marshall Center hold key positions as ministers of defense, service chiefs, cabinet officials, ambassadors, flag officers, and parliamentarians. This growing network is an investment that is reaping valuable dividends in stability, security, and cooperation.

- **The Africa Center for Strategic Studies** continues to provide a series of seminars, symposia, conferences, and outreach programs designed to promote stable governance and democratic values in the African defense and security sectors.
- **The Near East-South Asia Center for Strategic Studies** conducts executive and senior executive seminars to foster professional defense planning and the function of a military establishment in a pluralistic society. Israeli, Tunisian, Algerian, Moroccan, and Mauritanian military personnel participate.
- **The NATO School** is a EUCOM-supported activity in Oberammergau, Germany, under the operational control of the Allied Command, Transformation. Its primary mission is to conduct courses, training and seminars in support of NATO strategy and policy, including cooperation and dialogue with military and civilian personnel from non-NATO countries.
- **The African Contingency Operations Training and Assistance Program (ACOTA)**, formerly known as the African Crisis Response Initiative (ACRI), is a Department of State program supported by EUCOM. The program develops indigenous military trainers and equips African

national militaries to conduct peace support and humanitarian relief operations. The program's goal is to increase the capabilities of these militaries in areas such as human rights, their interaction with civil society, international law, military staff skills, and small unit operations. Elements of a Ghanian Brigade, which completed staff training last year, is currently deployed to the Congo where it is currently participating in a peacekeeping operation. As additional countries in Africa receive training under the ACOTA program, regional member nations will acquire new capabilities to enhance regional stability. This year Senegal, Botswana, Zambia, Mali, Malawi, Benin, and Mozambique are scheduled to participate in the ACOTA training program.

State Partnership Program. This program assists partner nations in making the transition from authoritarian to democratic governments. This program, administered by the National Guard, matches emerging democracies in the EUCOM theater with partner states in the U.S. There are currently 23 U.S. states partnered with 21 foreign nations. The State Partnership Program has been so successful that DoD has approved establishing new partnerships and is funding an expansion of the program to Africa, beginning with South Africa and Morocco. Although the challenges faced by African nations differ considerably from those of Eastern Europe, many are ready for the opportunity that this program provides. For a modest investment, candidate nations receive access to the expertise of an entire American state government infrastructure, from public health to wildlife management. The impact is inspiring.

Interagency Coordination. Today's asymmetrical threats demand a new emphasis on Interagency Coordination. Coordination among U.S. government agencies, especially those with skills in law enforcement and financial asset investigation, along with allied forces, nongovernmental and private

voluntary organizations, and regional and international organizations is vital to our strategic efforts in our theater. As the security challenges facing our nation grow in complexity and diversity, there is an increasing requirement to bring together different skill sets to better inform leaders and establish new perspectives so that our capabilities can be maximized to their greatest potential.

Joint Interagency Coordination Group for Counter Terrorism. In keeping with the Secretary of Defense's guidance, EUCOM has established a Joint Interagency Coordination Group for Counter Terrorism (JIACG-CT) in order to synchronize and coordinate EUCOM and interagency activity in the Global War on Terrorism and in our strategic plan for the region. Our JIACG-CT facilitates communications among the various agencies, contributing immeasurably to our understanding of and our efforts to contain proliferation, illegal immigration, and narco-terrorism. The JIACG, as the staff coordination entity for interagency representatives, allows EUCOM to rapidly access non-Defense Department agency information and operations in the integrated execution of national policy. The JIACG also maintains contact with embassy legal attaches while counterintelligence, analytical, operational, and policy staffs collaborate with their DoD and non-DoD counterparts in our missions. Additionally, the EUCOM intelligence staff, in coordination with the DOD Counterintelligence Field Activity (CIFA), co-sponsors liaison officers at INTERPOL Headquarters in Lyon, France, and in the U.S. national office in CONUS.

Joint Analysis Center (JAC). The JAC at RAF Molesworth in the United Kingdom is an irreplaceable asset as the theater intelligence analysis center. The JAC operates 24-hours a day, seven days a week fusing critical elements of intelligence for the command. The breadth of this AOR requires a robust, all source intelligence capability that only a fully resourced JAC can provide. The JAC fully utilizes its reach back capability to national

intelligence agencies and has well developed relationships with NATO members, allies and coalition partners that allows for a more integrated intelligence sharing process. In addition to active operations in the Balkans, Africa, and the Caucuses, the JAC supported U.S. Central Command before and during OIF and continues to do so today.

The JAC also benefits from interagency cooperation. In our AOR, many successful counterterrorist operations are the result of close cooperation and information sharing with our allies. EUCOM's integration of U.S. and multi-national law enforcement and intelligence reporting has given us insight into terrorist support infrastructure, recruitment, and training. EUCOM is working closely with interagency representatives, coalition partners, and U.S. embassy teams to further develop interagency plans.

During the past year, EUCOM hosted Ambassadors and Defense Attachés at several conferences in an effort to unify the interagency cooperation in-theater, confer on matters relating to the GWOT, and discuss "ways ahead" that take full advantage of all the instruments of power necessary to achieve the United States' objectives. Such conferences underscore our commitment to develop broader approaches to interoperability within resources available and to better coordinate interagency assets.

VI. CONCLUSION

U.S. European Command is fully and actively engaged in a diverse and expansive area of responsibility, while simultaneously supporting an adjacent theater. The challenges of an expanding NATO, human trafficking and drug trafficking, sanctuaries and transiting of terrorists, instability and ethnic diversity in Africa and Eurasia, and theater security cooperation initiatives -- define the environment and demand a paradigm shift in EUCOM's theater strategy. Today's multifaceted world requires operational capabilities that are more agile, mobile, responsive and expeditionary. To achieve the United

States' national security objectives, EUCOM is restructuring its theater posture and adapting its force structure and basing plan.

As EUCOM seeks new and innovative alternatives to improve its operational capabilities, we celebrate the value of traditional relationships that have withstood the test of time. The true importance of the Alliance and the presence of EUCOM should not be measured in wars and conflicts fought, but rather in ones that have been averted.

As one looks to the future of the NATO Alliance, there is much cause for optimism. A great alliance should be able to do great things, and NATO's leadership and member nations are making the necessary decisions today to allow the Alliance to do great things in the future. The NATO transformation process is making remarkable progress. While the NATO Response Force will continue to drive NATO transformation, NATO command structure realignment, as well as NATO deployments to out of area operations, underscores the Alliance's willingness to embrace change in order to remain a relevant and viable security partner.

As we undertake the necessary steps to transform the theater, we must be mindful of our leadership role in global affairs and cognizant of its responsibilities. Leadership and influence cannot be achieved from our distant shores alone; they must be forged through close and personal relationships, shared experiences, presence, and tangible support to time honored commitments. Our nation earned the respect of the entire world when we stood side-by-side with our friends and allies in Europe for nearly a half century. As our interests expand, we should not abandon the character of a strategy that cultivated so much goodwill, resulting ultimately, in an historic victory. Our expanding alliance openly seeks both our leadership and our commitment. EUCOM's true value to our Nation is the uncompromising leadership we provide and the indispensable influence that can only be attained by our presence. This is also our best chance for success in

fighting the Global War on Terrorism and, in bringing about a more peaceful and more prosperous world.