

HOUSE ARMED SERVICES COMMITTEE

TESTIMONY OF

ADMIRAL JAMES G. STAVRIDIS, UNITED STATES NAVY
COMMANDER, UNITED STATES EUROPEAN COMMAND
BEFORE THE 112TH CONGRESS

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United States
European Command
"Stronger Together"



INTRODUCTION

Mr. Chairman, Ranking Member, Distinguished Members of the Committee: Thank you for the opportunity to appear before you today. For nearly three years now, I've had the privilege to command the exceptional men and women of the United States European Command and the North Atlantic Treaty Organization (NATO), Allied Command Operations. As you know, it has been a busy year for these commands, for the NATO Alliance, and for our international and interagency partners who are such a vital part of our mission, our many initiatives, and our team.

Working together, we have accomplished some important objectives since I saw you last: saving tens of thousands of lives from a despotic and unstable regime in Libya; supporting continued progress and transition in Afghanistan; maintaining a safe environment in the Balkans; sustaining vital relationships with our key allies and emerging partners in the region; and developing the necessary capabilities to meet the rising—and, in many cases, different—security challenges of the 21st century.

I am happy to report that we continue to make sound and efficient progress, in concert with our allies and partners, toward ensuring continued security and stability across our theater and, in so doing, are providing for the forward defense of the United States.

But before reporting our progress and achievements over the past year, I want to take a moment to examine a fundamental question on many minds here in Washington and abroad: How does the U.S. military presence in the European theater contribute to the national security of the United States? This is a question especially relevant during times of significant economic challenge; a challenge that represents a formidable threat to our national security as well as our national well-being.

First, economics matter. U.S. engagement and European stability have been intertwined since the first American soldier stepped foot onto the continent in 1917. Since then, American periods of engagement and support have helped underwrite security to prevent the far wider costs of war. Sadly, the converse has also proven true, when episodes of postwar U.S. disengagement, notably in the 1930s and 1990s, led to renewed European instability, conflict, and bloodshed, ultimately requiring significant U.S. military action.

Yet, for the past sixty-three years, the security and stability delivered by this transatlantic alliance have provided conditions for economic vibrancy, sustained investment, and growth; conditions that have substantially benefitted the United States. Indeed, it is not a coincidence that the 28 countries which comprise NATO constitute over 50% of the globe's Gross Domestic Product. This association, rooted in security, continues to enable the largest and most complex economic relationship in the world, with activity supporting 15 million transatlantic jobs and generating trade in goods and services of more than \$2.4 billion daily¹. This advantage provides the United States and Europe, acting together, tremendous economic influence moving into the future.

Second, the European Theater, located in or adjacent to three continents—Europe, Asia, and Africa—represents critical geostrategic terrain. Existing U.S. posture in Europe provides ready, proven, mature basing infrastructure for rapid response to crises in the world's most likely hot spots including North Africa, as we witnessed first-hand last year, the Levant, and elsewhere in the Middle East. U.S. basing in Europe, though 75% reduced from the height of the Cold War, continues to provide that irreplaceable combination of location and services at the nexus of these

¹ European Commission Directorate-General for Trade, report on European trade with the United States, http://ec.europa.eu/trade/creating-opportunities/bilateral-relations/countries/united-states/index_en.htm.

three continents essential in responding to contingencies, both foreseeable and unforeseeable, in today's highly dynamic security environment. These bases also support the global reach missions of four U.S. combatant commanders and numerous U.S. government agencies. Currently, that reach includes support to the Northern Distribution Network, which provides a vital logistical lifeline to our forces in Afghanistan and is increasingly important today given the precarious nature of our other lines of supply. Preserving this theater's vital strategic access to meet our enduring national security needs requires relationships with our European partners, relationships based on presence and commitment.

Additionally, European Command's outreach and engagement with nations inside our theater across the Caucasus, Black Sea, and Balkan regions also strive to mitigate the potential for conflict in areas important to U.S. foreign policy, inviting these nations into the community of international cooperation and partnership, and benefitting from their willingness to conduct expeditionary operations, including support to the International Security Assistance Force (ISAF) in Afghanistan.

Third, the NATO Alliance, which the President has called "the most successful alliance in human history," and NATO's continued transformation matter tremendously to the future viability of coalition warfare, and our ability to meet the security challenges of the 21st century. These challenges include missile defense, assurance, deterrence, cyberspace, terrorism, and transnational illicit trafficking, to name just a few. In squarely meeting these challenges, sustained American leadership, commitment, and support will remain an important cornerstone to ensure, in concert with our allies, that history's most successful alliance remains strong and, as the President has also said, "as relevant in this century as it was in the last."

Fourth, the fundamental values we share with our European allies and partners cement our nations' common commitment to the bedrock principles of democratic government, the rule of law, free markets, and enduring human rights. Communicating and reinforcing these shared values throughout our theater-wide engagements and personal interactions—through what we say and, more importantly, what we do—helps to clarify our common goals and identify common threats as we work together to achieve the former and combat the latter, firmly and confidently, in step with the new century's unremitting pace, change, and challenge.

Fifth, through our long-standing presence, leadership, cooperation, and engagement with the Europeans, we have developed our best and most willing pool of partners to stand with the United States in our ongoing commitment to security, stability, and peace. In Afghanistan, roughly 90% of the 40,000 non-US troops serving there come from Europe. In Libya, NATO aggressively stepped up to lead that mission just three weeks after military operations commenced, conducting 75% of all sorties and 100% of the maritime operations. And in the Balkans, Europe provides 90% of all forces for peacekeeping operations in Bosnia and Kosovo. Operating together, whether on modern battlefields in Afghanistan, Libya, and the Balkans, or in emerging and ironically “new” missions like counter-piracy, Europeans continue to stand shoulder-to-shoulder with us to face the many complex challenges of the 21st century. And, in the years ahead, even as our nation shifts its strategic focus to the ‘Asia-Pacific,’ the reality remains that our most willing, effective, credible, and enduring strategic military partners reside in Europe.

To summarize, in all of my appearances before you, I have sought to emphasize and illustrate, through tangible progress and concrete examples, the strategy that we have pursued for several years now: a strategy of active security and forward defense focused on preserving our strategic

partnerships in Europe; building interoperability with the NATO Alliance; deterring would-be adversaries; sustaining progress and transition in Afghanistan; when directed, conducting decisive military and counterterrorism operations to fight and win; and thinking creatively, acting efficiently, and working collaboratively to confront the rising security challenges of the modern era—an era that continues to be characterized by the power of unprecedented information connectivity, the tensions and opportunities of global economic interdependence, and accelerating change.

Like any strategy, this strategy has served as a framework to organize the relationship of ends, ways, and means necessary to accomplish our mission. But at the core of this strategy is the fundamental realization and revalidation of the strategic linkage between Europe and the United States. America's European allies remain our nation's most reliable and enduring strategic partners.

As we consider the complexity of the modern security environment, as well as the need to align fiscal realities with enduring security requirements, I believe that our European partnerships and engagements continue to be wise and sound national security investments. As Secretary Panetta said last October in Brussels: "We live in a world of growing danger and uncertainty, where we face threats from violent extremism, nuclear proliferation, rising powers, and cyber attack. We cannot predict where the next crisis will occur. But we know we are stronger when we confront these threats together. The benefits that our countries derive from working together to defend common interests and protect our security and prosperity are obvious and enduring. And it is precisely because of the growing security challenges and growing fiscal constraints that we need to work more closely than ever as partners." As I have said many times throughout the years, and believe now more firmly than ever, we are *stronger together* with our European partners.

MISSION, VISION, OBJECTIVES, PRIORITIES

Mission: The mission of the U.S. European Command is to conduct military operations, international military engagement, and interagency partnering to enhance transatlantic security and defend the United States forward.

Vision: We serve the nation as an agile security organization executing full-spectrum activities in a whole-of-government framework to deliver solutions that contribute to enduring security and stability across the world.

USEUCOM OBJECTIVES

- Ensure high readiness to execute European Command's contingency plans;
- Posture European Command forces to support NATO Article V response, while focusing on allied and partner training designed to maintain interoperability;
- Assist the International Security Assistance Force (ISAF) transition, through the continued generation and training of ample coalition forces;
- Sustain NATO and capable partner nations' expeditionary capabilities, while reinforcing their ability to maintain regional stability and to provide for their own security;
- Nurture strategic relationships and necessary force posture to enable continued access, thereby ensuring U.S. freedom of action and global reach;
- Prevent violent extremist organizations from obtaining and using weapons of mass destruction;
- Advance NATO European ballistic missile defense through an integrated approach built on balanced contributions;
- Prevent the evolution of local crises into regional conflicts, particularly in the Balkans and Caucasus.

USEUCOM PRIORITIES

- Ensure readiness to execute European Command's contingency plans
- Enable a successful ISAF transition
- Preserve strategic partnerships
 - Ensure a strong NATO Alliance
 - Sustain ally & partner expeditionary capability beyond ISAF
 - Maintain ally & partner interoperability
 - Promote regional stability & security
- Prepare for transnational threats, focused on Missile Defense, WMD, and cyberspace
- Maintain U.S. strategic access across Europe in support of U.S. global operations
- Engage Israel, Russia, Turkey, and Poland in areas of mutual security

“Stronger Together”

Over the past year, U.S. European Command has made significant contributions to coalition combat operations in Afghanistan and Libya, while pursuing an aggressive schedule of major theater exercises and sustained engagement with our allies and partners. We have achieved progress along multiple lines of operation to assure our friends and deter potential adversaries.

Support to the International Security Assistance Force in Afghanistan. European Command continues to conduct a wide range of activities supporting the International Security Assistance Force (ISAF) in Afghanistan, as well as the President's strategy to transfer the security lead to Afghan National Security Forces by 2014. As mentioned, 90% of forces from non-U.S. troop contributing nations come from the European theater. This translates to a third of the force on the ground, relieving the strain this gap would pose as a U.S. force generation requirement. European nations are, by far, our strongest supporters in Afghanistan.

European Command actively supports our allies and partners in their preparations for deployment to Afghanistan. We help these countries identify pre-deployment training and equipment requirements, and then leverage a number of available programs and authorities to assist in meeting those requirements. Through these programs, our allies and partners have received training in critical combat skills, including: Counter-Improvised Explosive Device (IED) procedures; the operation of mine-resistant ambush protected (MRAP) vehicles and up-armored high mobility



European Command is providing wide-ranging support to ISAF combat operations.

multipurpose wheeled vehicles (HMMWVs); counterinsurgency intelligence analysis, tailored to the complex Afghan environment; and battalion-level full-spectrum counterinsurgency operations. European Command has also provided partner nations with essential equipment for operations in Afghanistan, including night vision devices, communications systems, robots, and other counter-IED systems.

Some quantitative examples illustrate the scope of European Command's efforts to support the fight in Afghanistan. In Fiscal Year (FY) 2011, European Command conducted three Operational Mentor and Liaison Teams (OMLT) and three Police Operational Mentor and Liaison Team (POMLT) training rotations at the Joint Multinational Readiness Center in Grafenwoehr and Hohenfels, Germany, ultimately preparing 50 OMLTs, 25 POMLTs, and almost 2,000 personnel from 15 countries for deployment. Additionally, European Command conducted 21 Expeditionary Intelligence Training Program courses, providing fundamental



A Polish Special Operations Forces Command soldier, front, trains alongside U.S. Special Operations Forces at the Joint Multinational Readiness Center in Hohenfels, Germany.

counterinsurgency intelligence and operational skill sets for 628 personnel from 25 countries, and trained 2,135 soldiers from 18 countries in life-saving counter-IED skills. Finally, in 2011, European Command trained two Polish Brigades, two Romanian battalions, and two Georgian battalions for deployment to Afghanistan. All of these activities provide crucial linkages, personally and professionally, between the U.S. military and these deploying coalition forces. Without these relationships, contributions, and training conducted

to a common standard, the challenges we face deployed side-by-side with these partners would be far more difficult, and the requirements placed on U.S. forces heavier.

European Command also provides critical logistical support to operations in Afghanistan. Our mature basing footprint and theater relationships are a vital part of U.S. Transportation Command's en-route strategy, and have enabled us to develop and expand the Northern Distribution Network (NDN) to provide important additional supply routes to Afghanistan. In FY11, European Command's Deployment and Distribution Operations Center moved 21,574 containers and 232,206 tons of equipment through Europe to Afghanistan over the NDN. Additionally, for the first time since 2003, U.S. forces conducted trans-loading operations at the multimodal facilities located at Mihail Kogalniceanu Airbase in Romania. This effort fulfilled U.S. Central Command's requirement to establish alternative lines of communication to mitigate any potential loss of supply routes through Pakistan.

European Command also provides logistical capacity to assist our allies and partners move their forces and equipment to and from Afghanistan. In FY11, European Command coordinated the use of the Department of Defense (DoD) Lift and Sustain Program to transport 16,344 service members and 2,734 tons of cargo from 19 contributing nations, who otherwise would have been unable to make these contributions. In addition, European Command increases efficiency by leveraging our active involvement in two European military transportation consortiums, as well as the U.S. allocation of 1,000 flight hours in the Heavy Airlift Wing (comprised of three cooperatively shared Hungarian-registered C-17 aircraft), to support U.S. and partner logistical movements into and across the theater.

Support to Operations in Libya. Last year's operations in Libya validated the critical importance of maintaining strong relationships across Europe for basing, access, and force contributions. These relationships, as well as infrastructure investments already made, particularly along the Mediterranean Sea in France, Italy, Spain, and Greece, allowed us to obtain rapid basing and access for U.S. and coalition military assets participating in Operations ODYSSEY DAWN and UNIFIED PROTECTOR.

This support made it possible to develop a holistic basing plan that maximized the air assets of all participating nations, and provided the aircraft support, logistics, ordnance, communications, and resupply to ensure rapid and sustained actions throughout the operation.



Canadian F-18 jet fighters deployed from European bases to conduct combat sorties over the skies of Libya in support of NATO's Operation UNIFIED PROTECTOR.

In one example, only days after U.N. Security Council Resolution (UNSCR) 1973 was passed, Naval Air Station Sigonella, Italy, opened its doors, with Italian support and approval, to become a critical multinational coalition launching pad, hosting air assets

from nine countries flying sorties in direct support of NATO mission requirements.

In addition to basing, sustainment, and logistical support, European Command provided significant intelligence, command and control, and communications support to coalition and NATO operations over and around Libya. Without strategic access and forces postured in Europe, it is safe to say that the coalition response to UNSCR 1973 would have been significantly longer in developing, less effective in execution, and less likely to have achieved its objective. This reinforces

the criticality of our strategic partners and position in Europe, highlighting that we truly are stronger together when we act collectively in areas where our national interests overlap.

Multinational, Joint, and Interagency Exercises. European Command's rigorous theater exercise schedule formed a vital foundation for the effective execution of the combat operations described above, and remains an essential venue for intensive, steady-state interaction and engagement with our allies and partners. European Command maintained an intensive bilateral and multilateral exercise program last year, executing 22 major exercises involving nearly 50,000 U.S., allied, and partner nation personnel from 42 contributing nations. Exercises in 2011 focused on preparing partner nations for ongoing coalition operations, primarily in support of the International Security Assistance Force (ISAF) in Afghanistan, as described in the previous section, as well enhancing NATO interoperability for present and future coalition operations, and improving our military coordination and interoperability with Israel. Highlights of the latter include:

AUSTERE CHALLENGE / JUNIPER COBRA. In its seventh year as European Command's premier joint force headquarters exercise, AUSTERE CHALLENGE 11 ventured back into the arena of full spectrum major combat operations, incorporating a significant focus on cyberspace. AUSTERE CHALLENGE 11 made significant progress addressing the ongoing challenge of coalition communications interoperability, implementing a first-of-its-kind information sharing network over the existing U.S. Battlefield Information Collection and Exploitation System (BICES). This arrangement provided rapid network development and expansion, as well as important lessons for integration into future coalition communication plans.

This year, AUSTERE CHALLENGE 12 will continue to provide world-class, large-scale training opportunities for U.S. European Command Headquarters, our Service Component Commands, and the Israel Defense Force General Staff. A five-phased, eight part exercise, AUSTERE CHALLENGE 12 will examine two existing U.S. European Command concept plans exercising theater operations organized under two different Joint Task Force Commanders. Exercising real-world air and maritime missions, the first Joint Task Force (JTF) will be commanded by U.S. Air Forces in Europe/Third Air Force, while the second JTF will be led by the Commander of Naval Forces Europe/Africa/SIXTH Fleet. As part of the broader AUSTERE CHALLENGE event, European Command will also conduct the largest of our combined exercises and engagements with Israel, Exercise JUNIPER COBRA. JUNIPER COBRA supports the U.S-Israeli political-military relationship and exercises important theater capabilities, providing a further demonstration of U.S. commitment to the security of Israel.

Balkan Exercises. In the Balkans, Exercise IMMEDIATE RESPONSE brought together forces from Albania, Bosnia-Herzegovina, Croatia, Macedonia, Montenegro and Serbia in an effort to build relationships, strengthen capabilities, and foster multinational cooperation through counter-IED training. Additionally, Macedonia hosted the popular Medical Central Europe (MEDCEUR) Exercise last year, sharing valuable medical skills among 340 medical professionals from the United States, Bosnia-Herzegovina, Bulgaria, Macedonia, Montenegro, Serbia and Slovenia.

Baltic Exercises. U.S. Naval Forces Europe led the 26th annual Baltic Operations (BALTOPS) exercise, assembling 13 nations in the region's largest multinational maritime training event focused on maritime interdiction, amphibious skills, and interoperability. Shifting landward to Exercise SABER STRIKE, European Command, the Baltic nations, and Poland sharpened the counterinsurgency skills—at the platoon, company and brigade levels—of over 1,600 Latvian, Lithuanian, and Polish forces preparing for deployment to Afghanistan.

Black Sea Exercises. Focusing on partnerships and interoperability in the Black Sea region, RAPID TRIDENT assembled 1,600 forces from 13 countries to conduct the first-ever multinational airborne drop into Ukraine, developing important land warfare skills and camaraderie among key NATO and non-NATO partners in a critical area of the world.

JACKAL STONE 11, Special Operations Command Europe's annual capstone exercise, involved eight nations and over 1,500 partner nation Special Operations Forces (SOF) sharpening theater SOF capabilities in all

mission sets from counterterrorism to high-intensity conflict. Exercise SEA BREEZE joined naval and marine forces from 14 countries in the Black Sea to exercise maritime interdiction, counter-piracy, non-combatant evacuation operations, and actions to counter the flow of illicit transnational trafficking, all rising challenges in the 21st century.



Paratroopers from (left to right) the U.S., Canada, the U.K., Belarus, Poland and Ukraine join together for a photograph to commemorate RAPID TRIDENT 2011, a first-of-its-kind multinational airborne exercise designed to promote regional stability and security, strengthen international military partnering, foster trust, and improve interoperability among participating nations. RAPID TRIDENT 2011 was led by U.S. Army Europe, and conducted at the International Peacekeeping and Security Center in Yavoriv, Ukraine.

Israeli Engagement. European Command’s sustained engagement with Israel, in numerous annual theater security cooperation and military-to-military engagement activities, continues to strengthen our relationship with this key regional ally. European Command chairs four bilateral, semiannual conferences with Israel addressing planning, logistics, exercises and interoperability. The United States/Israeli exercise portfolio also includes eight major recurring exercises to strengthen our nations’ ties and military cooperation. Through these engagements, European Command leaders and staff maintain uniquely strong, recurring, personal, and direct relationships with their counterparts in the Israeli Defense Forces.

Additionally, our comprehensive engagement strategy with Israel complements other U.S. government security cooperation initiatives, to include the efforts of the U.S. Security Coordinator for Israel and the Palestinian Authority (USSC). The USSC’s mission is to help the Palestinian Authority transform and professionalize its security sector, and support U.S. and international whole-of-government engagement with the Israelis and Palestinians through security initiatives designed to build mutual trust and confidence. European Command is working actively and collectively with our Israeli partners to address common security challenges and counter threats to regional stability.

FLEXIBLE LEADER. Exercise FLEXIBLE LEADER opens the aperture, expanding awareness and exploring the efficiencies of interagency capacity to meet “whole-of-society” challenges raised by Foreign Consequence Management and Foreign Humanitarian Assistance. This year’s exercise, set in the Balkans, focuses on the response to a major earthquake and a rail yard collision leading to the accidental spill of nuclear power plant fuel. These exercises provide valuable opportunities to vet European Command’s contingency plans, examine internal and interagency command and control protocols, and improve coordination with regional and international response organizations.

COMBINED ENDEAVOR. The largest communications and electronics interoperability exercise in the world, European Command's COMBINED ENDEAVOR 11 brought together delegates from 40 nations (25 NATO and 15 Partnership for Peace countries) seeking to strengthen partner communications capabilities, pursue joint training and professional development objectives, develop critical interoperability standards, and prepare C4 (command & control, communications, and computer) forces for deployment. COMBINED ENDEAVOR continues to bridge important partners from across the theater to identify future coalition communication needs in support of regional and global military operations.

CYBER ENDEAVOR. European Command's flagship cyber security engagement, CYBER ENDEAVOR continues to reach out to NATO allies, partner nations, industry, and academia to strengthen cyber defense capabilities through multiple exercise events. CYBER ENDEAVOR 11 included representatives from NATO Headquarters, 19 NATO nations, and 13 Partnership for Peace nations. The exercise explored and developed secure information system core competencies, technical defense capabilities, and best-practice network security measures. CYBER ENDEAVOR participation continues to grow each year, another indication of the rising relevance and theater-wide interest in the effects and impact of cyberspace.

ARCTIC ZEPHYR. The ARCTIC ZEPHYR series, which started in 2010, seeks to expand understanding and awareness of the legal, security, commercial, and political ramifications of the changing Arctic environment, while strengthening relationships with other Arctic nations. The ARCTIC ZEPHYR exercise series will culminate in 2013, and remains one of the areas where we seek to find common ground and zones of cooperation with Russia.



National Guard State Partnership Program: We are very proud of this low-cost, high payoff program. One of European Command's most unique, cost effective, and essential international engagement tools, the State Partnership Program partners U.S. National Guardsmen from 21 participating states with 22 countries across the theater to engage in mutually beneficial training, interactions, and exercise engagements that support key Theater Security Cooperation objectives and preserve and develop these important strategic partnerships. The program capitalizes on the National Guard's unique state and federal military characteristics. The program has achieved mutually beneficial security goals and developed long-term productive relationships that continue to benefit ongoing military activities.



European Command's access, presence, and engagement continues to preserve our vital strategic partnerships.

“For more than six decades, Europeans and Americans have stood shoulder to shoulder because our work together advances our interests and protects the freedoms we cherish as democratic societies. As the world has changed, so too has our alliance, and we are stronger, safer, and more prosperous as a result....Put simply, we are each other's closest partners.”

-President Obama

EUCOM SERVICE COMPONENT COMMANDS



Except when assigned to a joint task force for military operations or participating in joint exercises, European Command forces are managed, trained, and equipped by our Service component headquarters: U.S. Army Europe (USAREUR); U.S. Marine Forces Europe (MARFOREUR); U.S. Naval Forces Europe/Africa/COMSIXTHFLT (NAVEUR); U.S. Air Forces in Europe (USAFE); and U.S. Special Operations Command Europe (SOCEUR). These organizations provide forces for our military-to-military engagements, serve an assurance and deterrence function in the region, deploy units for contingency operations, and, when necessary, provide a full-spectrum Joint Task Force headquarters. Understanding our service component commands is the key to understanding European Command, as they conduct the majority of our steady-state activities.

***U.S. Army Europe
Heidelberg, Germany***

Introduction & Overview. United States Army Europe provides forward-based forces to execute national security objectives, prevail in today's wars, and prepare to defeat future threats. U.S. Army Europe leverages its forward presence to conduct and facilitate essential theater multinational interoperability training. These activities assure our allies and partners, and deter potential aggressors. Today in Afghanistan, the International Security Assistance Force (ISAF) executes complex multinational coalition operations to defeat terrorism and protect the U.S. homeland forward. U.S. Army Europe provides a vital linkage between the U.S. Army and our European allies and partners participating in ISAF through our long-standing relationships, frequent military-to-military engagements, and the interoperability training so instrumental to current and future coalition operations. U.S. Army Europe provided essential logistical support to NATO operations in Libya in 2011, and continues to provide training and intelligence support to Israel as well as critical logistical support in Kosovo. Additionally, United States Army Europe's Forces form the cornerstone of the U.S. Article V commitment to NATO.

Major Accomplishments. U.S. Army Europe focused on providing trained and culturally aware units and enabling forces, capable of conducting full-spectrum operations, in support of ISAF and other current and future contingency operations. Until recently, Army Europe's V Corps provided the primary command and control headquarters for ISAF in Afghanistan. Today, V Corps is reorganizing and preparing for future deployments. U.S. Army Europe's leadership and support were also crucial in establishing the first ground-based radar site in Turkey, as European

Command implements the President's European Phased Adaptive Approach to Missile Defense. Additionally, while U.S. Army Europe forces maintained a 30-40% deployment rate to Iraq and Afghanistan last year, increased dwell time has significantly improved the quantity and quality of our multinational training events and engagements. These events are focused on improving our European partners' capabilities, capacity, and interoperability for deployment to ISAF or other future contingency operations.

In 2011, U.S. Army Europe staff officers, intelligence specialists, and logisticians provided direct mission support to U.S. Africa Command and Operation ODYSSEY DAWN, including critical ground targeting capability from the 66th Military Intelligence Brigade. Throughout the continent of Europe, the 21st Theater Support Command provided U.S Africa Command, and their Special Operations component, with key logistics and sustainment support, enabling the execution of vital missions across this theater of operations. Additionally, U.S. Army Europe played a crucial role in U.S. Transportation Command's proof-of-principle test in Romania to develop alternatives for transiting critical cargo to Afghanistan, Pakistan, and other locations.

Theater Security Cooperation. In one of European Command's most important Theater



U.S. Army Europe Soldiers and our Romanian allies engage the enemy during a combat mission rehearsal exercise, conducted at the Grafenwoehr Training Area, Germany

Security Cooperation initiatives, U.S. Army Europe forces prepared two Polish brigades, two Romanian battalions, and, in concert with the Marine Corps, two Georgian battalions for deployment to ISAF. Leveraging the personal relationships and consistent presence of our forward-deployed brigades, we use these brigades to conduct vital training and

mentorship with similar multinational forces. These ‘unit partnership’ programs have dramatically enhanced the capabilities of our coalition partners, preparing them to conduct operations across the globe and receiving considerable praise from ISAF commanders. Additionally, U.S. Army Europe has provided deploying units with critical life-saving courses in the use of MRAP vehicles, Up-Armored HMMWVs, and counter-IED procedures. Finally, in FY11, U.S. Army Europe trainers prepared 50 Operational Mentor-Liaison Teams (OMLT) and 25 Police Mentor-Liaison Teams (POMLT) for deployment to Afghanistan, supporting ISAF’s high priority mission to train Afghan National Security Forces.

The Joint Multinational Training Command (JMTC) is the linchpin to achieving these vital theater objectives, and meeting our comprehensive security cooperation mission. JMTC is a national strategic asset, providing world-class training and support that enables a broad range of multinational Soldier training events ensuring U.S. and partner nation forces are well-prepared for ISAF operations and future global contingencies.

Exercises. Exercises remain critical to the pre-deployment training of U.S. and coalition forces supporting ISAF operations, and they serve to prepare these same forces for future coalition operations across U.S. European Command, U.S. Africa Command, and U.S. Central Command. In 2011, U.S. Army Europe participated in 21 major joint and Army exercises, including three major mission rehearsals, conducted in 13 countries with 44 participating nations. Highlights include:

- SABER STRIKE 11, a Joint Chiefs of Staff (JCS)-directed brigade level command post exercise conducted in Latvia involving over 1,700 Soldiers from Latvia, Lithuania, Estonia, Ukraine, and Poland. SABER STRIKE enhanced combat readiness and interoperability in the Baltic region, while assuring NATO partners of the United States’ Article V commitment.



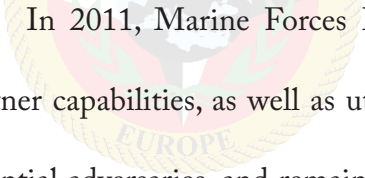
Multi-national paratroopers, participating in U.S. Army Europe exercise DRAGON 11

- DRAGON 11, a live-fire exercise conducted in Poland with Polish, Canadian, and British ground forces to enhance partner capacity and increase interoperability. The exercise incorporated ISAF lessons learned, through the participation of NATO Multinational Corps Northeast (MNC-NE) personnel and the 173rd Airborne Brigade Combat Team.

- IMMEDIATE RESPONSE 11, a JCS-directed multilateral joint and combined exercise in the Balkans, with participation from Albania, Bosnia-Herzegovina, Croatia, Macedonia, Montenegro, and Serbia, which provided an important venue for continued Balkan interaction and prepared ISAF-contributing nations to serve in Afghanistan's complex counterinsurgency environment alongside coalition forces.

Way Ahead. U.S. Army Europe will provide forces for global combat operations, continue to conduct and facilitate world-class training with our allies and partners, and meet all theater missions to defend the homeland forward. Looking beyond ISAF, we have begun to establish new standards for multinational training to strengthen U.S. and partner nation participation in future coalition warfare. Recently, the 173rd ABCT Full Spectrum Training Event exercised critical Command capabilities to prepare full-spectrum forces ready for global employment, and to improve our allies' and partners' survivability and combat effectiveness during deployment. These engagements provide vital assurances to our allies and partners, reinforce U.S. leadership in NATO, enhance interoperability, and strengthen our key theater relationships.

***U.S. Marine Forces Europe
Stuttgart, Germany***

The logo of U.S. Marine Forces Europe is a circular emblem. It features a central globe with a compass rose overlaid. The globe is surrounded by a ring of olive branches. The words "U.S. MARINE FORCES" are written in a circular path around the top, and "EUROPE" is written at the bottom. The entire emblem is set against a light background.

Introduction & Overview. In 2011, Marine Forces Europe focused on strengthening and sustaining our allied and partner capabilities, as well as utilizing U.S. Marine expeditionary forces to reassure allies, deter potential adversaries, and remain ready to respond rapidly to crises across the region. The U.S. Marine Corps' expeditionary nature focuses Marine Forces Europe's primary orientation on security cooperation activities with our newest NATO allies and partners, particularly in the Caucasus, Black Sea, Balkan, and Baltic regions.

Major Accomplishments. In response to the Libya operation last year, Marine Forces Europe coordinated the provision of a battalion-sized augmentation to afloat expeditionary forces supporting U.S. Africa Command during Operation ODYSSEY DAWN, and facilitated the rapid deployment of electronic warfare assets to Italy in support of NATO Operation UNIFIED PROTECTOR. In response to Turkey's devastating October 2011 earthquake, Marine Forces Europe provided essential humanitarian assistance, rapidly deploying transportable shelters and heating equipment to ease human suffering and support this important NATO ally in its time of need. While maintaining only a small Service Component headquarters, Marine Forces Europe also effectively leveraged our capabilities to support key European Command objectives—focused on engagement in the Caucasus, Black Sea, and Balkans—in order to enable our partners to contribute to collective security in European and out-of-area operations. Marine Forces Europe continued to provide reassurance in the Baltics last year, while continuing to sharpen crisis response skills through training and operations.

Georgia Deployment Program—International Security Assistance Force. In support of nationally directed theater strategic end states, Marine Forces Europe leads European Command's joint mission to train the Georgian Armed Forces. Executing this mission since 2010, Marine Forces Europe has developed and implemented a program that has trained and deployed a total



A Georgian soldier receives training through the Marine Forces Europe Georgia Deployment Program. The phase of training shown above was conducted at the Joint Multinational Training Center, Germany.

of four Georgian battalions to conduct full-spectrum counterinsurgency operations in support of ISAF. This program, the first of its kind in scale and scope, increased the Georgian Armed Forces' capacity to train and prepare their own forces for coalition operations, gradually decreasing U.S. Marine Corps instructor requirements by 60%.

After working closely and building trust with the Marines through pre-deployment training and exercises—many conducted at the Joint Multinational Training Center in Germany—Georgia has extended its commitment to support U.S. Marine Corps operations in Regional Command-Southwest for another two years and, notably, expanded its ISAF contribution from one to two battalion rotations every six months, deploying a total of nine battalions during these two years for continued full-spectrum support to ISAF operations.

In light of this program's success and efficiency in moving toward partner self-sufficiency, the U.S. has accepted Georgia's offer. The Joint Staff has directed European Command to expand and extend the program to 2014. This spring, Marine Forces Europe is leading the simultaneous training of two Georgian battalions for deployment to ISAF.

U.S. Marine Corps' Black Sea Rotational Force. The U.S. Marine Corps' Black Sea Rotational Force is a multi-year program rotating Marine air and ground units, based in the U.S.,



Marine Forces Europe instructors train Ukrainian soldiers on the firing range during their last cycle of counterinsurgency training before deployment to ISAF.

on deployment to bases in the Black Sea region in order to strengthen military capabilities, provide regional stability, and develop lasting partnerships with nations in this important region. In 2011, the Black Sea Rotational Force trained Romanian, Bulgarian, and Macedonian units, as well as forces from eight

other contributing nations, for deployment to ISAF.

Exercises. Marine Forces Europe participated in 15 joint, bilateral, and multilateral exercises in 2011, reassuring theater allies and deterring potential adversaries by demonstrating rapid assembly, deployment, and maritime expeditionary capabilities. Of note, European Command's Exercise AUSTERE CHALLENGE 11 provided an outstanding opportunity to train the Marine Forces Europe staff in its Service component role during crisis response, revitalizing important amphibious and maritime pre-positioning objectives. Through participation in these exercises, Marine Forces Europe sustained critical warfighting skills, strengthened important theater relationships, and conducted vital interaction with European Command and NATO.

Way Ahead. Marine Forces Europe will continue to pursue renewed Amphibious Ready Group/Marine Expeditionary Unit presence in theater to meet the need for bilateral combined arms and amphibious training with key partners, including Israel, Turkey, France, and the United Kingdom, training that has been largely absent since 2003. Resuming this amphibious presence

supports important theater reassurance and deterrence objectives. Marine Forces Europe will also stay engaged with Service-led efforts to transform our current pre-positioning posture in Norway, able to provide augmentation for employment of up to a Marine Expeditionary Brigade-sized force while maintaining our commitment to the reinforcement of Norway. Additionally, coordination continues to develop a limited crisis response capability for Black Sea Rotational Force 12, addressing areas that include Non-combatant Evacuation Operations and Humanitarian Assistance and Disaster Relief missions.

*U.S. Naval Forces Europe / U.S. Naval Forces Africa / SIXTH Fleet
Naples, Italy*

Introduction & Overview. U.S. Naval Forces Europe/Africa/Commander SIXTH Fleet (C6F), conducts the full range of maritime operations and Theater Security Cooperation in concert with NATO, coalition, joint, interagency, and other partners in Europe and Africa. Naval Forces Europe/Africa/C6F continues to perform Navy Component Commander functions supporting daily Fleet operations and Joint Maritime Commander/Joint Task Force Commander missions, thereby strengthening relationships with enduring allies and developing maritime capabilities with emerging partners, particularly in the theater's southern and eastern regions.

Major Accomplishments Supporting European Command. Naval Forces Europe/Africa/



U.S. Navy Sailors conduct operations against the rising threat of international piracy which, by some estimates, costs the maritime shipping industry approximately \$9B a year.

C6F met all mission requirements in 2011 and maintained its certification as Joint Force Maritime Component Commander. The command engaged in numerous Theater Security Cooperation activities, enhancing vital skills in Maritime Domain Awareness, security, and sea control. Always poised for crisis response, Naval Forces Europe/Africa/C6F contributed to numerous global security

efforts in 2011, including: Operation ENDURING FREEDOM; anti-piracy operations off the African coast; and coalition and NATO operations against pro-Gaddafi forces in Libya, consisting

of Operation ODYSSEY DAWN, Operation ODYSSEY GUARD, and NATO's Operation UNIFIED PROTECTOR.

Libya Operations. Naval Forces Europe/Africa/C6F's posture and readiness were ideally suited to support Libya operations, wherein its forward naval bases—including Naval Air Station Sigonella, Italy and Naval Support Activity Souda Bay, Greece—played a vital role in coalition asset placement and logistical support. Rapid crisis response and containment activities could not have occurred without Naval Forces Europe/Africa/C6F's bases and forward-stationed assets



supporting and executing these operations. Additionally, USS MOUNT WHITNEY, operating from international waters with the Joint Task Force Commander and Joint Force Maritime Component Commander embarked, provided vital command and control, planning, and strike coordination capabilities during the initial days of Operation ODYSSEY DAWN.

Ballistic Missile Defense. Last year, USS MONTEREY and USS THE SULLIVANS deployed to the European Command Theater to serve as the first Ballistic Missile Defense (BMD) ships supporting the European Phased Adaptive Approach to Missile Defense. Naval Forces Europe/Africa/C6F also increased support to the theater BMD mission by conducting 24-hour operations at its Maritime Operations Center in Naples, Italy.

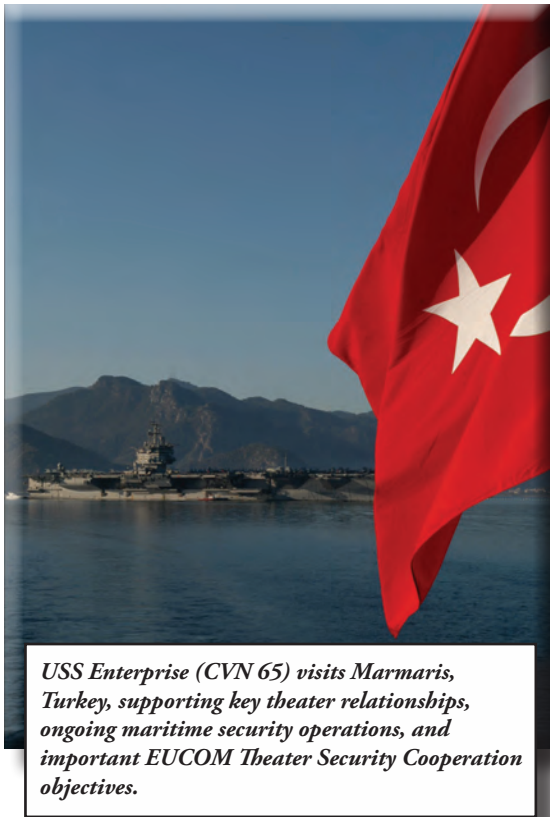
Forward Deployed Naval Forces, Spain. The decision to station four Aegis destroyers at Naval Station Rota will place these ships in a position to maximize their operational flexibility for theater missions and crisis response in the Atlantic Ocean and across the Mediterranean Sea. These versatile, multi-mission platforms will perform a myriad of tasks, including BMD, maritime security operations, humanitarian missions, and bilateral and multilateral exercises. Spain's commitment reaffirms our nations' long-standing friendship and mutual security cooperation.

Theater Submarine Operations. U.S. submarine forces provide assurance, deterrence, and valuable contributions to the forward defense of the United States. U.S. submariners expand European Command's intelligence, surveillance, and reconnaissance (ISR) capacity, and stand ready to conduct anti-submarine and anti-surface warfare operations, ensure undersea dominance, deliver close proximity strike, and provide high-value unit protection, thereby ensuring our nation retains unfettered access to the sea lines of communication. Naval Forces Europe executed a vigorous series of theater-wide exercises in 2011, bringing U.S. submarines and partner navies together to strengthen maritime warfighting proficiency and interoperability. These capabilities are increasingly important as the Russian Federation Navy increases the pace, scope, and sophistication of its submarine fleet. Four new classes of Russian submarines are in development or near delivery. This focus on submarine recapitalization, incorporating improved platform capabilities, indicates that Russia continues to place a high priority on undersea warfare.

Intelligence, Surveillance and Reconnaissance. In addition to the surface and submarine fleet, Naval Forces Europe/Africa/C6F contributed to theater ISR capabilities and capacity by way of P-3 Maritime Patrol Aircraft and EP-3 Reconnaissance Aircraft operating from bases in Italy, Spain, Turkey, and Greece, as well as ship-based Unmanned Aerial Vehicle missions. Employing

these capabilities, Naval Forces Europe/Africa/C6F provided vital ISR support to both Operations ODYSSEY DAWN and UNIFIED PROTECTOR, as well as ISR operations in the Eastern Mediterranean and in support of the NATO-led Kosovo Force.

Theater Security Cooperation. Naval Forces Europe/Africa/C6F led Eurasia Partnership Capstone, a flagship initiative designed to integrate various maritime efforts across the region into



USS Enterprise (CVN 65) visits Marmaris, Turkey, supporting key theater relationships, ongoing maritime security operations, and important EUCOM Theater Security Cooperation objectives.

a comprehensive partnership. Training with naval forces from Azerbaijan, Bulgaria, Georgia, Greece, Lithuania, Malta, Poland, Romania, Turkey, and Ukraine, Naval Forces Europe/Africa/C6F enhanced capabilities in Maritime Interdiction Operations; Visit, Board, Search, and Seizure; search and rescue; maritime law enforcement; and environmental protection. In the Partnership of Adriatic Mariners program, U.S. naval forces joined with countries along the Adriatic Sea to increase proficiency in Maritime Domain Awareness and counter-illicit trafficking operations. As part of this effort, sailors

from Croatia, Montenegro, and Albania embarked in USS MITSCHER and USS MONTEREY, spending two weeks gaining experience in these important skills.

Exercises. Naval Forces Europe/Africa/C6F participated in six JCS-directed exercises and 14 NATO and European Command exercises in 2011. BALTOPS 11, discussed earlier, involved 13 European nations—including Russia—23 ships, one submarine, and 31 aircraft conducting



USS Philippine Sea (CG 58) Commanding Officer, CAPT Herbert Hadley, meets with Georgian senior military officials and civilian leaders. These engagements develop and sustain vital partner maritime capabilities.

maritime operations and interoperability training. SEA BREEZE 11 involved 20 ships and over 2,000 personnel from 14 nations training in and around the Black Sea. NEPTUNE RESPONSE, conducted last November, exercised vital consequence management skills, preparing our forces and

installations for terrorist attacks, natural disasters, and major oil spills.

Way Ahead. Naval Forces Europe/Africa/C6F will remain focused on ensuring maritime safety, security cooperation, and crisis response in the defense of our nation and interests across the region. The command will support, develop, and expand ballistic missile defense capabilities, afloat and ashore, in synchronization with other European Command Service components. Naval Forces Europe/Africa/C6F will also focus on sustaining allied and partner maritime capabilities in a cost-effective manner.

U.S. Air Forces in Europe Ramstein Air Base, Germany

Introduction & Overview. U.S. Air Forces in Europe provides forward-based, full-spectrum airpower and support to global U.S., NATO, and coalition operations. Air Forces in Europe provides mobility, access, communications, logistical support, contingency bed-down, command and control, and capable, responsive forces prepared to defend the homeland forward and respond at any time to crises across the theater or the world. This posture supports partnerships that enhance the NATO alliance and existing coalitions, ultimately increasing the security of the United States and reducing the burden on U.S. forces.

Major Accomplishments. Air Forces in Europe flew over 26,000 combat hours to support



U.S. Air Force tanker aircraft provided in-flight refueling for coalition aircraft flying combat sorties in support of NATO Operation UNIFIED PROTECTOR.

ongoing contingency operations in 2011, working daily with our NATO allies and partners to provide security across the European Theater and the globe. Of special note, forward-based air forces were essential to the United States' ability to rapidly respond to emerging operational requirements in Libya. Air Forces in Europe played a

major role, providing seasoned leadership, expert command and control across the full spectrum of air operations, and the initial strategic and tactical level personnel and forces that led to the overwhelming success of Operations ODYSSEY DAWN and UNIFIED PROTECTOR.

Air Forces in Europe also made major contributions to operations in Afghanistan and Iraq. The command deployed a variety of aircraft to support combat operations, including fighter aircraft that provided multi-role and ground attack support as well as refueling aircraft, combat search and rescue, and operational support aircraft. In addition, personnel from across the command deployed

in support of Operations ENDURING FREEDOM and NEW DAWN. Additionally, as a major mobility hub, Air Forces in Europe supported the deployment and redeployment of forces and equipment into and out of the U.S. Central Command Theater.

An instrumental global communications hub, Air Forces in Europe provides vital data links

for worldwide communications, unmanned aerial system command and control, intelligence collection, and space operations. Poised to provide rapid humanitarian assistance, Air Forces in Europe delivered nine tons of aid last year to Tunisia less than forty-eight hours after notification, in direct support of U.S. Africa Command and the U.S. Agency for International Development. The command also



U.S. Air Forces in Europe flew over 26,000 combat hours to support operations in Iraq and Afghanistan with fighter and logistical aircraft, to include the resupply mission of this C-17 Globemaster III delivering supplies from Incirlik Air Base, Turkey, to Kandahar Air Field, Afghanistan, in August 2011.



U.S. Air Force loadmasters prepare palletized humanitarian aid supplies for delivery to Turkey in the wake of last October's 7.2-magnitude earthquake in the northeastern part of the country. Theater air forces were essential in providing rapid disaster response to this important NATO Ally in its hour of need.

provided essential aid to Turkey in the wake of last October's earthquake, supporting this vital ally. Finally, Air Forces in Europe continues to ensure the availability of the basing and infrastructure that underpins the mobility en route system, directly supporting numerous combatant commands and critical air mobility missions.

Operational Support. As mentioned, Air Forces in Europe supports the operations of U.S. European Command, U.S. Africa Command, U.S. Central Command, U.S. Southern Command, and NATO, while conducting combat deployments at the same or higher rate than U.S. based air forces and supporting the throughput of over 60% of global air mobility missions. Air Forces in Europe maintains Combat Air Patrols supporting the NATO Icelandic and Baltic Air Policing missions, and conducts intelligence, surveillance, and reconnaissance missions across the greater Levant. Additionally, Air Forces in Europe coordinated the theater stationing and operation of permanent and expeditionary Air Force RQ-4B Global Hawk and MQ-1 Predator deployed in support of Operations ODYSSEY DAWN and UNIFIED PROTECTOR.

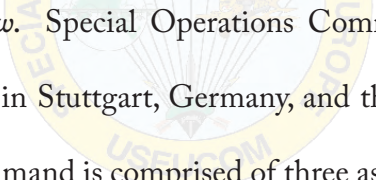
Ballistic Missile Defense. Supporting the European Phased Adaptive Approach to Missile Defense (BMD), Air Forces in Europe performs command and control for U.S. BMD forces, and is coordinating with the NATO Air Component Headquarters to develop capabilities and procedures to transition the European territorial missile defense command and control mission to NATO. In support of this effort, Air Forces in Europe is establishing a joint and combined European Integrated Air and Missile Defense Center in Einsiedlerhof, Germany, designed to educate, develop, and refine U.S., partner, and allied missile defense capabilities and expertise. Finally, we continue leading the effort to enable NATO to meet its goal of declaring an interim NATO Ballistic Missile Defense capability by May, 2012.

Theater Security Cooperation. When not supporting combat operations, Air Forces in Europe accomplished over 1,800 partnership events, including senior leader outreach, military-to-military engagement, and other training activities supporting three combatant commands. Robust senior leader engagement with 22 allied and partner nations sustained relationships across U.S. European Command, U.S. Africa Command, and U.S. Central Command. Pursuing interoperability with newer NATO allies, Air Forces in Europe conducted thorough engagement strategy studies with Romania and Croatia to assess air capabilities and identify mutually beneficial engagement opportunities. Recently, the C-17 Heavy Airlift Wing passed the noteworthy 4,000 flight-hour mark while redeploying Hungarian allies from operations in Afghanistan. Air Forces in Europe also continues to conduct the Tactical Leadership Program with eight of our allies, developing the next generation of combat air leaders capable of worldwide operations to augment, or in some cases reduce, the need for U.S. airmen. Finally, Air Forces in Europe continues to develop a strong cadre of future non-commissioned officers through engagement with partner nation Senior Enlisted Leaders from across Europe and Africa.

Exercises. Air Forces in Europe participated in twelve JCS-directed exercises in FY11. ANATOLIAN EAGLE provided realistic, scenario-based training to test combined aerial combat skills with Jordan, Saudi Arabia, Spain, and Turkey. In SCREAMING EAGLE, Ramstein Air Base personnel interacted with Polish forces to increase interoperability with this increasingly important theater partner. In MEDCEUR 2011, Air Forces in Europe developed expeditionary medical support capabilities and participated in a Macedonian interagency humanitarian assistance exercise to train personnel and agencies from the U.S. and five Balkan nations.

Way Ahead. Recognizing the need for sustained effectiveness and increased efficiency, Air Forces in Europe continues to implement Secretary of Defense-directed budget efficiencies. Accordingly, Air Forces in Europe will consolidate its subordinate numbered air forces and their associated Air and Space Operations Centers, creating an extremely lean, agile, and flexible headquarters with leadership and staff supporting U.S. European Command and U.S. Africa Command while maintaining essential service support to forces in theater. As we look to the near term, Air Forces in Europe will continue to aggressively implement the European Phased Adaptive Approach to Missile Defense, and continue supporting global U.S. national and military objectives through our forward-based forces and infrastructure. Europe's strategic location and our strong relationships remain critical enablers for unilateral and joint mobility, and rapid response to contingencies across Europe, Africa, Asia, and the Middle East.

*U.S. Special Operations Command Europe
Stuttgart, Germany*

The logo for the U.S. Special Operations Command Europe (SOCEUR) is a circular emblem. It features a central shield with a globe and a banner. The shield is surrounded by a ring of text that reads "SPECIAL OPERATIONS COMMAND EUROPE". Below the shield, the text "SOCEUR" and "USEUCOM" are visible.

Introduction and Overview. Special Operations Command Europe operates from two main forward-deployed locations in Stuttgart, Germany, and the Royal Air Force (RAF) station at Mildenhall, England. The Command is comprised of three assigned components: 1st Battalion, 10th Special Forces Group (Airborne); Naval Special Warfare Unit-2; and the 352d Special Operations Group (Air Force Special Operations Command). Special Operations Command Europe continues to expand theater-wide special operations forces (SOF) capabilities, mainly by developing and enabling our allied and partner nation SOF to deploy to Afghanistan in support of ISAF. In developing our allied and partner SOF skills, we seek to enable niche capabilities which, taken together, can translate into unified SOF actions that support NATO, U.S. national security objectives, and our shared security interests.

Operations. While predominately focused on allied and partner development for ISAF employment, Special Operations Command Europe also supported combat operations in Iraq and Afghanistan through the deployments of U.S. Army Special Forces, U.S. Navy SEALs, and U.S. Air Force Special Operations MC-130 Combat Talon and Combat Shadow aircraft and air commandos. Additionally, Special Operations Command Europe conducted planning and provided forces to support U.S. Africa Command's Operation ODYSSEY DAWN and NATO's Operation UNIFIED PROTECTOR. Supporting this Alliance operation, Special Operations Command Europe's 352d Special Operations Group provided command and control for the first-ever AC-130 and EC-130J Compass Call combat operations over Libya, neutralizing 14 regime targets and conducting Military Information Support Operations, respectively, to help protect the Libyan people. Through these and other combat operations, Special Operations Command Europe

continues to validate its strategic posture and value by projecting U.S., allied, and partner SOF into two adjacent geographic combatant commands, while supporting steady-state transatlantic security and maintaining our ability to rapidly respond to unforeseen contingencies against emerging threats from state and non-state actors.

Major Accomplishments. Special Operations Command Europe focused its efforts and delivered results across four areas in 2011:

First, we maintained emphasis on engagement activities with allied and partner SOF, in order to prepare them for deployment to Afghanistan. Special Operations Command Europe conducted 21 Joint Combined Exchange Training events, 14 bilateral training activities, 51 Partnership Development Program events, 2 bilateral counter-narcoterrorism training events, an intelligence conference on Iranian activities in Europe, and numerous key leader engagements and staff visits to sustain partner SOF development. Additionally, Special Operations Command Europe conducted the Joint Chiefs of Staff-directed Exercise JACKAL STONE 11, bringing together over 1,400 international SOF participants from 9 countries for the invaluable opportunities to train together, build mutual respect, share SOF doctrine, tactics, techniques, and procedures, and ultimately increase our interoperability using NATO procedures.

Second, Special Operations Command Europe led European Command's efforts to support U.S. Central Command's efforts in Iraq and Afghanistan. In Stuttgart, Special Operations Command Europe chaired the Stuttgart Effects Group, a multi-headquarters interagency forum to increase understanding of transnational threats and de-conflict associated efforts across the combatant commands and among our U.S. interagency partners. In Iraq, our deployed forces participated in numerous counterterrorism operations in direct support of U.S. Central Command, conducting more than 115 successful high-risk offensive missions that targeted 113 high-value

individuals. One such mission captured the leader of an Al Qaida-affiliated organization, dealing a huge blow to this Sunni extremist group. Additionally, 17 Special Tactics Airmen from the 352d Special Operations Group provided direct support to 120 combat operations in support of Operations NEW DAWN and ENDURING FREEDOM. Naval Special Warfare provided personnel to serve on Joint Planning and Advisory Teams (JPAT) for one Lithuanian and two Polish Special Operations Task Groups in support of ISAF. For the fifth year in a row, Special Operations Command Europe continued to provide direct support to ISAF through the deployment of Special Operations Task Force 10, providing essential military assistance to five Afghan Provincial Reaction Companies. These efforts made key contributions to the Government of Afghanistan and mentored Afghan National Security Forces, reinforcing their progress into a self-run, confident force capable of making significant contributions to security operations across sizable Afghan population centers.

Third, Special Operations Command Europe continued to prepare for contingency missions through an intense exercise schedule, while responding to actual contingency tasking. During our



U.S. Special Forces from Special Operations Command Europe, alongside Romanian and Croatia SOF, conduct fast-rope insertion training from a Chinook helicopter onboard a ship at sea during Exercise JACKAL STONE 11.

annual JACKAL STONE Part 1 certification exercise, the command validated critical command and control and crisis response functions, while also exercising important capabilities during European Command's annual AUSTERE CHALLENGE exercise and executing mission support to Operation UNIFIED PROTECTOR.

Fourth, Special Operations Command Europe continued to refine and adapt strategic special operations forces requirements across European Command's area of focus, while also taking care of our people. We broke new ground, through the development of operational concepts like the Distributed Special Operations Forces Network (DSN), and by coordinating the work of U.S. Country Team SOF liaison elements with allied and partner SOF. After a decade of sustained combat operations, Special Operations Command Europe renewed efforts to focus on additional ways to take care of our warriors and their families. We have instituted greater command-sponsored family events, increased service member awareness regarding health and comprehensive well-being, and provided command-sponsored apartments near the Landstuhl Regional Medical Center to support wounded SOF Warriors and their families.

Way Ahead. Special Operations Command Europe will continue to focus our efforts on contributing to ISAF Special Operations Forces, moving from development of allied and partner tactical skills to the development of operational-level capabilities. Within the theater, Special Operations Command Europe will increasingly focus on supporting our interagency partners' counter-terrorist efforts and continue our engagement with allied and partner counterterrorism forces. Special Operations Command Europe will continue to support European Command, U.S., and NATO objectives, maintain our combat edge, further develop our allied and partner Special Operations Forces, and always be ready to respond quickly to crisis—a vanguard force for the forward defense of the United States.

CHALLENGES & OPPORTUNITIES

“At U.S. European Command, all of the many diverse missions of our Armed Forces intersect, from combating transnational threats like terrorism and cyber attacks, to building partnership capacity, from supporting NATO’s counterinsurgency campaign in Afghanistan to maintaining the strategic balance of forces with other European powers....U.S. European Command is doing it all.”

Sen. John McCain, Senate Armed Services Committee, March 2011

Many challenges converge across a theater as large and complex as U.S. European Command. From the Arctic circle to the Caspian basin; from the strategic corridor of the North Atlantic to the strategic chokepoints of Gibraltar and the Bosphorus; in an area of focus encompassing 51 very different countries spanning Europe, Asia, and the Levant; and in environments that alternate from the ocean depths to the Eurasian steppes to the ever-expanding horizons of cyberspace, European Command is presented with important opportunities to initiate positive change across a wide array of 21st century security fronts. While maintaining vigilance for signs of regression or instability that may pose a threat to U.S. national interests, European Command approaches all of these challenges as opportunities for sustaining engagement, fostering cooperation, and establishing mutual security.

Afghanistan. At the Lisbon Summit in November 2010, the U.S. and its NATO allies announced the beginning of a process to transition leadership of security operations from ISAF to the Government of Afghanistan. Since then, the Afghan government has designated for transition part or all of 25 provinces and districts, comprising some 50% of the Afghan population. And the

Afghan population is responding. In a poll conducted by the Asian Foundation² last fall, 87% of respondents—from a diverse cross-section consisting of 6,500 Afghan men and women from rural and urban areas across Afghanistan’s 34 provinces—stated that the Afghan National Army was improving the security situation across the country. The survey confirmed that many Afghans see affirmative progress in the quality of their lives, appreciate the services provided by the government, and support equal rights regardless of gender, ethnicity, or religion. Significantly, 85% of Afghans polled supported educational opportunities for women.

Maintaining this momentum depends on the continued development and expansion of the Afghan National Security Forces (ANSF). The key to sustaining this progress and achieving the 2014 transition is training the Afghan National Army and Afghan National Police to a level that permits them to fully assume these responsibilities. In addition, we and our NATO allies are committed to an enduring partnership with Afghanistan, requiring sustained support to Afghan security institutions in order to solidify their capabilities against threats to the security, stability, and integrity of Afghanistan.

By providing army and police trainers, as well as other forces, our European allies and partners have played an essential role in supporting this transition and maintaining the enduring partnership that follows. Europeans currently contribute



Afghan National Security Forces (ANSF) align in formation at the Capital Division Headquarters. ANSF continues to make sustained progress in training, professionalism, and literacy, driving positive change and feedback across the Afghan population.

² The Asia Foundation, “Afghanistan in 2011: A Survey of the Afghan People,” <http://asiafoundation.org/country/afghanistan/2011-poll.php>.

approximately 25% of the mentoring teams required to train Afghan National Security Forces in the field, as well as gendarmerie and other instructor personnel serving at regional police training centers. Our European allies and partners understand the vital importance of this mission. They remain willing to send their sons and daughters into harm's way alongside the United States to bring peace, security, and prosperity to the people of Afghanistan. Their commitment also comes at a precious price, with nearly 1,000 forces killed in action and non battle-related deaths since 2001. In fact, many of these nations, making particularly large force contributions relative to their populations, are suffering proportionally higher casualties than the United States.

We need the continued efforts of our European allies and partners to complete the transition of responsibility to the Afghan government, and to consolidate security and stability in Afghanistan following the transition. For this reason, supporting European deployments to Afghanistan remains a European Command priority. This support includes assistance with pre-deployment training, equipment, personnel augmentation, and movement to and from Afghanistan. We also seek to sustain the expeditionary, counterinsurgency, and other important military capabilities that our allies and partners have built through years of deployment to Afghanistan, in many cases with equipment and training that the U.S. has provided. Our efforts to sustain these capabilities and maintain interoperability with U.S. forces will assist NATO in its commitment to an enduring partnership with Afghanistan, and will also help our allies and partners retain and refine the military capabilities called for in the NATO Strategic Concept, defining the path forward for the Alliance in the fast-moving and turbulent 21st century.

Israel. As Israel is inside European Command's area of focus, we continue to support the United States' commitment to this long-standing and important partner through numerous

bilateral military engagement events, increased interagency activities, robust exercises, and continuous senior military leader consultation. Israel's strategic location in the Levant, and our close working relationship with U.S. Central Command, enables European Command leaders and planners to remain regionally orientated and constantly updated on threats emanating from Hezbollah, Hamas, Iran, Syria, and other regional actors of concern. Additionally, the impact and pace of political change generated by the 'Arab Spring' dynamic continues to increase the need for a careful watch of rapidly unfolding events. This political-military environment remains volatile, and could erupt with little warning through instigation or miscalculation, posing serious security challenges to the region, the United States, and our allies and partners.

European Command's security cooperation activities remain focused on strengthening our relationship with Israel and enhancing regional stability and security. Our recently revised and released 2012 Theater Strategy emphasizes that stability in the Levant remains one of our most pressing Command concerns and highest Command priorities. As mentioned earlier, we chair four bilateral, semi-annual conferences to address planning, logistics, exercises, and interoperability with Israel. We also conduct multiple headquarters and Component-level security cooperation events annually, including eight major recurring exercises focused on cooperation, interoperability, and mutual understanding. This year, AUSTERE CHALLENGE 12 will provide a multi-phased large-scale exercise opportunity to train key leaders and joint forces from U.S. European Command Headquarters, our U.S. Service components, the Israel Defense Forces General Staff, and Israel's Service components as we continue to build, maintain, and strengthen our unique partnership.

Turkey. A NATO ally since 1952, Turkey continues to be a critical geopolitical contributor to U.S. national security objectives, particularly in its support of U.S. and coalition antiterrorism

operations. Turkey is also an indispensable partner in addressing the increasingly complex challenges in the Levant and across the greater Middle East.

Last year, as an important step in implementation of the European Phased Adaptive Approach to Missile Defense, the U.S. gained Turkey's approval to establish a Ballistic Missile Defense Early Warning Radar System (AN-TPY 2) in Kürecik, Turkey as part of a NATO missile defense system. In another key theater initiative, the U.S. continues to provide Turkey with critical support in their ongoing fight against terrorism.

Pursuing important interoperability goals with Turkey, European Command has acquired approval to provide secure communications for three Turkish AH-1W Super Cobra helicopters, enhancing Turkey's ability to contribute to mutual security interests, including counterterrorism, border security, Operation ENDURING FREEDOM, and NATO and UN operations. Lastly, European Command's Joint Interagency Counter Trafficking Center (JICTC), an organization chartered to synchronize theater military support to activities that combat illicit transnational trafficking and terrorism, supports the U.S. Interagency and U.S. Embassy's strong collaborative efforts with Turkey to disrupt illicit trafficking through Turkey's historic crossroads linking Europe and Asia.

Bosnia and Herzegovina. For over 16 years, the U.S. has made a substantial investment in Bosnia and Herzegovina. Recently, political difficulties and the country's delay in forming a central government until 15 months after the general elections illustrate that the long-term effect of our collective efforts and historic progress remain tenuous, requiring sustained vigilance and attention in order to keep regional stability on track. Unfortunately, 2011 did not see notable changes in either the political or defense reform processes, though these reforms are necessary for eventual

membership into the European Union (EU) and NATO. The road to EU and NATO accession may also meet with resistance when some elements of the political elite realize that further Euro-Atlantic integration will require enhancements in the rule of law and democratization. Continued U.S. and EU engagement is required to reinvigorate the reform process. Ultimately, this renewed focus, facilitating the Euro-Atlantic integration of Bosnia and Herzegovina, will cost far less than responding to renewed conflict years from now should reforms be allowed to stagnate or fail.

In spite of these difficulties, Bosnia and Herzegovina has made contributions to the fight in Afghanistan, sending a troop rotation to support ISAF operations in Helmand Province and donating excess military equipment to support Afghan National Security Forces. Bosnia and Herzegovina will also host and participate in European Command's first iteration of Exercise SHARED RESILIENCE this June, an international civil-military event including NATO members and Southeastern European countries focused on humanitarian assistance and disaster response.

Kosovo. In Kosovo, ethnic tensions flared last summer and fall along the northern border with Serbia, demonstrating that the hard-earned peace and security achieved in this region over the past decade still remains fragile. These events serve to remind us that our commitment to sustaining the dialogue between parties and our national contributions to the NATO Kosovo Force (KFOR) remain important safeguards to Kosovo's security and stability. Currently, there are approximately 800 U.S. forces assigned to KFOR, only about 10% of the total NATO mission, a percentage that reveals the extensive commitment of our allies to this critical stability operation. European Command also maintains the U.S. National Intelligence Cell located in Pristina, Kosovo, providing mission-essential support to KFOR leadership.

U.S. engagement in Kosovo remains focused on the objectives outlined in the NATO-endorsed Ahtisaari Plan, calling for development of Kosovo Security Force (KSF) capacity in specialized skill sets including Explosive Ordnance Disposal, hazardous material response,



KFOR Quick Reaction Force members conduct rapid response training. Kosovo remains a focus area to preserve and protect long-standing security gains.

firefighting, search and rescue, and other supporting functions. The recent pairing of Iowa and Kosovo through the National Guard State Partnership Program will strengthen U.S. bilateral engagement with Kosovo Security Forces. U.S. military-to-military engagements also continue to focus

on strengthening and professionalizing the Kosovo Security Force with a special emphasis on the Non-Commissioned Officer corps. These initiatives are important transition and legacy objectives designed to develop a viable force able to provide security once the KFOR mission ultimately draws to a close.

Russia. European Command continues to evolve in our military-to-military partnership role with Russia, and we actively continue to seek out zones of cooperation. This remains a complex and challenging assignment. The U.S. maintains an open and honest dialogue about all aspects of our relationship, including our disagreements. Over the past year, we have increased our military-to-military dialogue and activities, both bilaterally and within the NATO-Russia architecture, while at the same time reassuring our allies and other partners that this intensification does not come at their expense.

With respect to military engagement, in September 2010, the Secretary of Defense signed a Memorandum of Understanding on Defense Cooperation to establish the Defense Relations

Working Group (DRWG) under the Bilateral Presidential Commission. Dialogue has started within specific issues of mutual concern, including missile defense, human resources, education and training, defense technical cooperation, and regional and global security. Within the Military Cooperation Working Group, discussion has intensified between the Chairman of the Joint Chiefs of Staff and the Chief of the Russian General Staff on combating terrorism; Afghanistan/Pakistan; and other key regional and operational issues. In May 2011, the Chairman and Chief of the General Staff signed a Memorandum on Counter-terrorism Cooperation to outline mutual goals and activities for greater interaction in this area.

European Command plays a key role in operationalizing this strategic guidance to shape our military-to-military cooperation with Russia. We lead the development of the annual bilateral Military Cooperation Work Plan with U.S. stakeholders, including the Joint Staff, U.S. Pacific Command, U.S. Strategic Command, U.S. Northern Command, the Services, select U.S. Defense Agencies, and their respective Russian counterparts. Despite continued disagreements at political levels over missile defense, the amount and scope of other cooperative activities continues to increase, in areas that include combating terrorism, counter-piracy, crisis response, and maritime operations. The number and quality of these bilateral events increased consistently in 2010 and 2011. We are coordinating for new and more substantive counterterrorism and peacekeeping exercises in 2012, and working with the Office of the Secretary of Defense and the Joint Staff to develop mechanisms for reciprocal logistics support and information exchanges to ensure the bilateral relationship develops in an equal, pragmatic, transparent, and mutually beneficial manner.

Conducting counter-piracy operations off the Horn of Africa, Russian ships continue to patrol alongside NATO vessels and ships from the European Union, Gulf States, China, and



*Counter-Piracy Operations:
A Continuing U.S.-Russian Zone of Cooperation*

India. While piracy challenges persist—by some estimates costing the shipping industry more than \$9 billion a year³—Russian cooperation and coordination have been very helpful. We continue to work with Russia to improve these efforts. Cooperation between our navies is one of the most active areas in

the bilateral Work Plan and continues to enable the overall effort.

Outside the military-to-military framework, European Command seeks to support wider interagency initiatives to engage Russia in areas of mutual concern and potential benefit. We seek to build on previous experience, such as European Command's effort to assist Russia respond to its 2010 wildfires, ongoing U.S. Coast Guard cooperation with the Russian Border Service, and earlier engagement between the Iowa National Guard and Russia's Emergency Situation Ministry (within a bilateral Federal Emergency Management Agency-led framework), in order to pursue opportunities in areas such as disaster response and counternarcotics.

In 2009, European Command authored a framework document to resume military-to-military cooperation with Russia, as mentioned, in an equal, pragmatic, transparent, and mutually beneficial manner. The framework not only addresses crisis response and consequence management operations, but also seeks to promote interaction and ensure mutual support in areas that include counterterrorism and counter-piracy operations; peacekeeping; missile, space, and ballistic missile defense; and search and rescue operations.

³ Nirmala George, "Piracy Costs World Shipping Industry \$9B a Year," Insurance Journal, October 4, 2011, <http://www.insurancejournal.com/news/international/2011/10/04/218532.htm>.

This framework document, signed by the Chairman of the Joint Chiefs of Staff and the Russian Chief of Defense at the 2009 Presidential Summit in Moscow, has begun to rebuild a structure for our bilateral defense relationship that allows wide-ranging and candid engagement on all issues of concern. European Command continues to support this effort by leading the development of the annual military-to-military work plan, defining the events and activities that we aim to accomplish together over the next year. Again, while enhancing our bilateral military-to-military relationship with Russia, European Command will work with NATO and other partners to implement an integrated and inclusive security cooperation architecture beneficial to all participants that does not come at the expense of our allies and partners.

Poland. Poland is a staunch supporter of U.S. strategic interests, theater operational initiatives, and NATO coalition operations, and serves as a critical leader of the newly acceded NATO nations. We welcome their engagement and deeply appreciate their expanded contributions to ISAF's mission in Afghanistan. In another area of critical importance, Poland's commitment to host regional ballistic missile defense assets is not only valuable to the United States; it contributes to our security relationships with other NATO allies and regional partners, and identifies Poland as a leader within the alliance. We remain committed to furthering this highly beneficial relationship and assisting Poland develop the capabilities and interoperability needed to continue supporting NATO and coalition operations.

Building on this cooperation, European Command is proceeding with plans to establish a small aviation detachment in Poland to support rotational deployments of F-16 and C-130 units designed to strengthen interoperability between our air forces. In addition, U.S. support for the development of Poland's fourth generation (F-16) fighter capability and European Command's

pre-deployment training for Polish brigades slated to deploy to Afghanistan continue to underpin and strengthen our military relationship. Finally, in fulfillment of the Declaration of Strategic Cooperation between our two nations, European Command continues to support PAC-3 Patriot battery rotations to Poland on a quarterly basis to familiarize Polish Armed Forces with the Patriot Missile System and enhance U.S.-Poland Air and Missile Defense cooperation. There have been eight rotations in 2010 and 2011 for training and exercise purposes. The final four rotations are scheduled this year. I am greatly encouraged by the promising partnership we have with this pivotal European nation, and expect that Poland will continue to make strong contributions to our shared security interests in the years ahead.

The Caucasus. Georgia, Armenia, Azerbaijan, and the Caspian Sea present important strategic issues in our theater, including logistical access to Afghanistan, participation in coalition stability operations, hydrocarbon infrastructure security, and rising humanitarian concerns. The region also possesses a high degree of potential instability due to the unresolved Nagorno-Karabakh conflict between Armenia and Azerbaijan, and the Russia-Georgia clash over Abkhazia and South Ossetia. European Command's engagement with these nations seeks to promote security and stability in a sensitive region, promote maritime security cooperation in the Caspian, and improve partner nation interoperability with U.S. forces.

Georgia. Georgia remains a dedicated and capable partner, maintaining a thriving military engagement program with the U.S. and providing robust ISAF support. The Georgian government is committed to defense reform, seeks to inculcate a Western approach to civil-military relations, and is diligently working to achieve NATO standardization. Through this partnership, European Command buttresses U.S. policy supporting Georgian territorial integrity, and works to find peaceful resolutions to the frozen conflicts in Abkhazia and South Ossetia.

Armenia. The U.S. continues to pursue a wide-ranging program of security engagement with the Republic of Armenia. Current emphasis is focused on defense reform, professional military education, international and NATO peacekeeping operations, expeditionary medical capabilities, and humanitarian de-mining as Armenia strives to become a security provider, rather than a security consumer, in the international community.

Azerbaijan. The U.S. relationship with the Republic of Azerbaijan remains strong. Azerbaijan continues to support ISAF through the Northern Distribution Network's logistical air and ground corridors, and with fuel supplies and a troop contribution. Additionally, U.S.-Azerbaijani efforts continue to improve critical energy infrastructure protection, enhance maritime security, increase NATO interoperability, develop strategic defense reform, and work toward the goal of regional stability and security.

The Caspian. The Caspian Sea is both an extension of the South Caucasus and a bridge to Central Asia. European Command continues its close cooperation with U.S. Central Command in order to coordinate security cooperation across the Caspian to develop regional capabilities and respond to maritime transnational threats. Maritime security cooperation helps our partners bolster their independence and contributes to regional stability.

Terrorism in Europe. The threat of terrorist attack and the presence of both Sunni and Shi'a terrorist support networks within our area of focus remain serious, with several hundred kinetic terror attacks in the European Command's region last year, including the death of two U.S. airman at the Frankfurt airport in Germany. Although these attacks from multiple Europe-based extremists were not conducted by al-Qaida, Europe continues to represent an area of high interest for al-Qaida and its affiliated terrorist groups, seeking potential targets and especially for their

use as a support base. Violent-minded extremists exploit the relatively permissive European legal environment to radicalize local populations and to seek material and financial support for jihadist efforts in Afghanistan, Iraq, and elsewhere.

Radicalized fighters returning home to Europe from conflict zones pose a real threat given their experience, contacts, and ability to move across the continent. The threat these extremists pose, using Europe as a base or corridor for operations elsewhere in the world including the United States, cannot be discounted.

Though Al-Qaida and affiliated extremists possess significant ability to conduct mass casualty attacks against U.S. allied personnel and facilities in Europe, self-motivated terrorists with little or no guidance from any parent organization pose an additional unpredictable threat, as they remain largely unknown to European security services. The aforementioned attack last year, killing two U.S. airmen at the Frankfurt airport, highlights the unpredictable dangers that exist from extremist-inspired solitary terrorist assailants. And, as shown by the attacks in Norway last year—both in the devastating downtown bombing that killed eight and the horrific youth camp massacre that took the lives of 69 young people—uncoordinated acts of murderous terrorism across the continent may also proceed from other fanatical and inscrutable ideologies representative of the long history of terrorism in Europe, including nationalism, separatism, anarchism, and various kinds of political extremism.

We are also seeing increased Iranian activity in Europe from the Qods Force, the external operational arm of Iran's Revolutionary Guard Corps. Similarly, we are seeing an increase in the capabilities of Lebanese Hizballah. Both of these elements operate against U.S. and allied interests.

European countries continue to improve their counterterrorism capacity by strengthening counterterrorism legislation, expanding international counterterrorism cooperation, and successfully prosecuting and jailing terrorist actors. European Command's contribution to this evolving fight focuses on intelligence, information sharing, and support to our partners' capabilities. Current European Command information-sharing and coordination with the International Criminal Police Organization (INTERPOL) has assisted investigations in more than 80 countries to date. European Command also works with our European partners, the Intelligence Community, and our counterparts at U.S. Central Command and U.S. Northern Command to identify and counter threats to the United States and U.S. forces originating from Europe, Afghanistan, and Pakistan. These efforts help close the seams exploited by terrorist networks, strengthening the broad global counterterrorism dragnet that reduces the homeland's vulnerability to terrorism emanating from Europe.

Illicit Trafficking. Located at the historic crossroads of Europe, the Middle East and Asia, the European Command area of focus remains both a key global transit zone and destination for illicit trafficking in drugs, weapons, humans beings held against their will, and a host of other illicit commodities. The effects of globalization—expanded international trade, increased border porosity, and a widened potential for corruption among nascent governments—has created vulnerabilities which sophisticated criminal networks continue to exploit across the Black Sea, Caucasus, Balkans, and Eastern and Southern Europe. The proceeds from transnational illicit trafficking enable organized criminals, terrorists, and insurgents to evade law enforcement, conduct training and operations, penetrate legitimate economic structures, and challenge the authority of national governments. Drug trafficking through Europe has also had a significant impact on security in Afghanistan. A 2011 UN estimate indicated that the Taliban made more than \$150

million in 2009 through the sale of opium⁴. That same year, the UN estimated that 75-80 metric tons of Afghan heroin reached Central and Western Europe, while another 90 metric tons of Afghan heroin are estimated to have transited through Central Asia to Russia, compounding a growing heroin epidemic among the Russian people, particularly Russian youth.

While human and drug trafficking may not seem like purely military issues, their corrupting influence on governance and security structures, and their tragic human toll, elevate their relevance in the multi-faceted security arena of the 21st century. The U.S. Secretary of State has estimated that as many as 23 million people worldwide are victims of human trafficking, for despicable use in forced labor, prostitution, debt bondage as migrant laborers, involuntary domestic servitude, forced child labor, and as child soldiers. These tragic activities, along trafficking routes that run through Europe, make this dark side of globalization a signal security issue for European Command.

Accordingly, European Command has realigned existing resources to stand up the Joint Interagency Counter-Trafficking Center (JICTC). JICTC is focused on counter-trafficking and counterterrorism, providing support to the U.S. Interagency and U.S. Country Teams in Europe, and establishing relationships with similar international organizations in Europe in order to disrupt and eliminate the intersecting networks that terrorists and organized criminals use to generate revenue, move illicit commodities, support operations, and destabilize partner nations and emerging governments across our theater.

Combating Weapons of Mass Destruction. Weapons of Mass Destruction (WMD) in the hands of terrorists or a rogue state represent a grave threat to the United States and our allies. In the high-stakes fight to combat WMD, several factors intersect across the European Command area of focus: the bulk of the world's WMD reside here; European population centers and U.S.

⁴ United Nations Office on Drugs and Crime (UNODC), World Drug Report 2011, http://www.unodc.org/documents/data-and-analysis/WDR2011/World_Drug_Report_2011_ebook.pdf.

military installations present numerous targets for terrorist organizations; and European ports and terminals are the last line of defense for much of the commercial traffic that enters the U.S. port system. Fortunately, we have several close allies and partners who share these WMD concerns.

Our goal is to leverage the capability of theater counter-proliferation stakeholders and facilitate collaborative efforts to reduce the potential for successful WMD trafficking. In order to do this, we must continue to increase our preparedness through military-to-military engagements, joint training events, and interagency interaction and partnering to strengthen our collective capabilities in this critical mission area.

Cyberspace. Today, economies, information, communications, transportation, essential services, critical infrastructure, and governance all hinge on cyberspace. Governments, corporations, and organizations of all kinds are increasingly reliant on network security, information assurance, and cyber defenses to keep modern society functioning. Meanwhile, hackers, spies, and terrorists can reach through cyberspace to conduct damaging, even devastating, attacks. And modern militaries continue to view cyberspace as an increasingly inviting and effective battleground for 21st century conflict. Indeed, a glimpse of this future was seen in our own theater, during cyber attacks occurring in Estonia in 2007 and Georgia in 2008.

While the costs of cyber defense for governments, militaries, and other organizations are high, the risks and potential loss of critical national, military, and proprietary information are alarmingly higher. There is a clear and compelling need for greater cooperation among governments, militaries, and the private sector to protect critical networks and national infrastructures from cyber-related threats. Recognizing this challenge, European Command views cyberspace as a tremendous opportunity for theater outreach to engage, learn, and forge our cyber defenses stronger

together. Recently, the U.S. became a full member in the NATO Cooperative Cyber Defense Center of Excellence, located in Tallinn, Estonia. Its focus on collaboratively building NATO Members' cyber defenses stronger together is a tremendously positive step in the right direction. European Command has also included cyber defense as a priority area for our military-to-military engagements. These engagements include focus areas that examine cyber defense capabilities, capacity required to build and sustain a cyber defense program, and the development of a capable cyber defense workforce. To date, 37 European Command country cooperation plans support these cyber-focused objectives.

Arctic. Climate change in the Arctic makes it one of the world's most rapidly changing environments. As the volume of Arctic sea ice decreases, access continues to increase permitting maritime traffic into areas previously impassable without specialized vessels. This new access is creating opportunities for transit, development, and natural resource extraction. While some see these changes as a potential breeding ground for conflict, we see the risk of armed conflict as low, and continue to approach the Arctic as an area of cooperation among Arctic nations.

Though significant cooperation exists among Arctic nations, continued cooperation should be based on a clear legal framework for determining the status of each nation's claims. To this end, I continue to support U.S. accession to the Law of the Sea Convention. The Convention provides access to a procedure that maximizes legal certainty and international recognition of the continental shelf beyond 200 miles from shore. Establishing a clear, internationally recognized, continental shelf will enhance Arctic regional security and promote development.

European Command continues to work multilaterally with Arctic partners to build a comprehensive and sustainable approach that benefits all stakeholders, and pursues mutual interests

in safe navigation, scientific exploration, and environmental protection. In one example of our support to these efforts, European Command co-hosted with Norway the first Arctic Roundtable, a forum for Arctic nations' militaries to discuss cooperative solutions to shared challenges, enhancing the Arctic dialogue and increasing mutual trust and confidence. We are working with Norway to build upon this success with the 2012 Arctic Roundtable. We are also encouraged by the work done with the international search and rescue agreement and the international oil spill response initiative. As we look to the future, we must balance fiscal constraints with the need to provide safety and sustained access to this important region. As the Arctic continues to change, it is important that we plan and resource the necessary capabilities to meet our strategic interests there, ensuring our readiness to operate in the Arctic in the years ahead.

Energy Security. Reliable access to affordable energy remains a core issue for countries across the European Command Theater, whether they are energy exporters, importers, or transit states. Dependence on natural gas from Russia will continue for many of our European partners, especially in light of its continued substitution for coal in electricity generation and questions regarding the future of nuclear power in Europe raised by the Fukushima nuclear incident. We continue to monitor changes to the energy status quo in Europe, including the large-scale development of shale gas and the increased utilization of liquefied natural gas.



European Energy Security: Overland pipelines will continue to be an economic and political driver across European Command's area of focus.

In this area, European Command recognizes its role is a supporting one. We are working with our interagency partners, regional allies, and the private sector to explore whole-of-government solutions. Through our J9 Interagency Partnering Directorate, which includes experts from the Departments of Energy and State, we are assisting efforts to identify and protect critical energy infrastructure. Additionally, we have lent support to the nascent Energy Security Center in Lithuania, focused on operational energy security issues with potential NATO applicability. We are also working with our adjacent geographic combatant commands to address energy issues that transect theater seams, including North Africa and the Caspian Sea. Finally, in energy security areas with clear military utility, such as installations and deployed forces, we are exploring energy security as a topic for joint concept development focused on energy access and protection.

When it comes to energy, European Command supports conservation, fiscal stewardship, energy source diversification, as well as the potentially game-changing transition to renewable and sustainable energy options. By examining our own energy dependencies and working with partners to address the strategic energy environment, European Command can maximize our freedom of action and mitigate our dependence on access to energy resources in the years ahead.

INITIATIVES

Effective and efficient pursuit of U.S., allied, and partner interests, particularly in a fiscally constrained environment, ultimately depends on our ability to innovate, steward resources, and find new and better ways of achieving our objectives.

“I am convinced that we do not have to choose between fiscal security and national security.”

- Secretary of Defense Leon Panetta, October 5, 2011

Efficiencies. For well over two years now, European Command has been streamlining operations to build a leaner, more efficient, and more effective organization in support of the Secretary of Defense Efficiencies Initiative and the current fiscal environment. As we continue to adjust our organization, we are learning to function with more than 200 fewer billets in the management headquarters and nearly 150 fewer billets in our intelligence directorate. Seeking even greater efficiencies, European Command Headquarters has bundled together similar contracts to save on overhead costs, and has implemented Contract Management Boards to review all manpower contracts for possible in-sourcing or reduction. Additionally, we hold Manpower Governance Boards to validate authorized billets, and have willingly accepted greater risk in our Program Objective Memorandum in order to fund our most important missions and functions.

At European Command Headquarters, we have executed an internal staff rebalance that has incurred no new growth and achieved a 15% decrease in manning and budget, while increasing emphasis and focusing expertise on emerging 21st century mission sets, including ballistic missile defense, military partnering, counter-trafficking, and cyberspace. Finally, in an effort to measure

and evaluate our performance, a re-focused J7 directorate provides independent assessments and analyses of European Command activities and operations. We recognize the difficulties of the current fiscal environment, and are taking a number of steps to inculcate a culture of cost consciousness in everything we do. At the same time, it is important that we proceed with caution and a balanced approach in order to identify risks, assess alternatives, and meet our fundamental responsibilities to our mission and our people.

NATO Operations & Engagement. In addition to the outstanding support provided by our Service Component Commands, European Command has also participated in several key NATO initiatives. The Libyan operation demonstrated, once again, the vital importance of maintaining secure communications among NATO members. European Command's aggressive expansion of the U.S. Battlefield Information Collection and Exploitation System (BICES) network proved absolutely essential to the execution of effective targeting, intelligence sharing, and air tasking operations during Operation UNIFIED PROTECTOR. European Command also deployed Global Broadcast System (GBS) suites to provide full-motion video intelligence, surveillance, and reconnaissance collection and dissemination capabilities to NATO command elements.

Supporting NATO's continued transformation and evolving capabilities, European Command also contributed to U.S. accession as a fully participating member in three NATO Centers of Excellence: the Counter Improvised Explosive Devices Center of Excellence; the Joint Chemical, Biological, Radiological and Nuclear Defense Center of Excellence; and the Cooperative Cyber Defense Center of Excellence. Through the collaborative efforts of these vital centers and their initiatives, the U.S. shares important skills, lessons, and subject matter expertise with our NATO allies to meet the emerging and evolving threats of the 21st century, help prepare them for deployment and participation in NATO exercises, and develop common defense doctrine

and standards enhancing overall Alliance capabilities and interoperability. In turn, our nation gains access to these Centers, increasing our insight, synergy, and effectiveness through education, interaction, research, and concept development with our allies.

European Ballistic Missile Defense. Adversarial regimes continue to procure illicit ballistic missile technology, develop increasingly sophisticated missiles, and refine their abilities to employ these weapons against our forces, families, allies, and partners in Europe. Accordingly, European Command continues to plan and implement, in concert with our allies and partners, the European Phased Adaptive Approach (EPAA) to Missile Defense. Together with the Department of State, Department of Defense, Missile Defense Agency, and others, European Command is actively implementing the President's



An Aegis destroyer launches a Standard Missile (SM)-3 in a Missile Defense Agency (MDA) test conducted with the U.S. Navy.

direction to defend Europe and America against the threat of ballistic missile attack.

Last spring, USS MONTEREY became the first ballistic missile defense ship to deploy to theater as part of EPAA. Additionally, in September 2011, Turkey announced it will host an AN/TPY-2 missile defense land-based radar installation in Kürecik, Turkey, which is now operational. Taken together, these actions have achieved EPAA Phase One. Additionally, last October, to solidify EPAA Phase One capabilities, Spain agreed to base four U.S. Navy Aegis ballistic missile defense ships at Naval Station Rota. Also last fall, in support of EPAA Phase Two, the U.S. successfully concluded an agreement with Romania to host an Aegis Ashore facility, which will be operational by 2015. Currently, European Command is working closely with the Polish Ministry

of Defense to implement the U.S.-Poland Ballistic Missile Defense Agreement in support of important EPAA Phase Three capabilities.

At the November 2010 Lisbon Summit, NATO declared its commitment to develop a missile defense capability for the protection of NATO's European populations, territory, and forces. Supporting that effort, European Command has already fielded workstations employing the NATO-compatible U.S. BICES network throughout our headquarters and our Service Components' headquarters in order to provide a communication system able



NATO Allies' national contributions may include surface combatants 'riding shotgun' to provide at-sea protection of U.S. Aegis BMD platforms.

to support NATO's ballistic missile defense mission. This spring, European Command will add U.S. ships to the U.S. BICES architecture, further integrating our theater sensors, shooters, and platforms. There has also been a remarkable increase in the willingness of NATO nations to support the NATO ballistic missile defense mission through national contributions, such as protection (i.e. "riding shotgun") for Aegis Missile Defense platforms. European governments, including Spain, the United Kingdom, Germany, The Netherlands, Denmark, Italy, and France are examining ways to procure capabilities in order to complement EPAA and support this NATO mission.

"Step by step, NATO's territorial missile defense is becoming a reality."

*-NATO Secretary General Anders Fogh Rasmussen, October 2011,
interview preceding the NATO Defense Ministerials*

Joint Interagency Counter Trafficking Center.

As mentioned, European Command's response to the rising threat posed by global illicit trafficking is the Joint Interagency Counter Trafficking Center (JICTC). JICTC's mission is to support U.S. Interagency and Country Team efforts and collaborate with similar international organizations to effectively and efficiently counter transnational illicit trafficking and terrorism across our theater.



European Command's Joint Interagency Counter-Trafficking Center (JICTC) is focused on combating transnational illicit trafficking networks and their support to organized crime and terrorism.

JICTC's focus areas include narcotics trafficking, terrorism, weapons trafficking (to include weapons of mass destruction), trafficking in persons, and illicit finance. JICTC's aim is to assist our partner nations develop and refine their counter-trafficking and counterterrorism skills, competencies, and capacity in order to keep these threats as far as possible from American shores. This year, JICTC outreach includes primary engagement with Turkey, as well as outreach to other nations in Southeastern Europe and the Black Sea region.

Embracing a whole-of-government design, JICTC is maturing steadily as a robust interagency team that includes representatives from the Departments of State, Treasury, and Energy; Customs and Border Protection; the Federal Bureau of Investigation; Immigrations and Customs Enforcement; and the Drug Enforcement Administration. JICTC's work—in conjunction with our interagency partners and the other combatant commands, including U.S. Africa Command, U.S. Central Command, and U.S. Special Operations Command—helps to close the seams that traffickers exploit, and to synchronize Department of Defense support to

U.S. interagency and regional actions supporting the National Strategy for Counterterrorism and the Strategy to Combat Transnational Organized Crime. With the support of our interagency and international partners, JICTC is poised to bring all elements of national power—diplomatic, informational, military, and economic—to bear in the fight against transnational organized crime and terrorism.

Organizing in Cyberspace. Recognizing the rising threats and vulnerabilities present in cyberspace, European Command has established a Joint Cyber Center (JCC) as the headquarters organization chartered to organize, coordinate, integrate, and direct cyberspace activities in, through, and across the European Command. Initially formed in January 2011 for experimentation during Exercise AUSTERE CHALLENGE



European Command's 'Joint Cyber Center' will serve to organize, coordinate, and integrate cyberspace activities, synchronizing them with operations in the traditional warfighting domains.

11, this compelling concept, sourced internally from existing headquarters personnel, continues to mature, providing important insights on how to conduct command and control in the cyber domain.

Organizationally, the JCC Director serves as the subject matter expert and principal advisor to the combatant commander to address the full spectrum of cyberspace operations, and integrate cyber effects with actions in the conventional warfighting domains. The JCC and staff are also actively engaged with our partner nations to strengthen our collective Information Assurance and Cyber Defense postures. To that end, European Command is the Executive Agent for five

Departmental Information Assurance and Cyber Defense Information Sharing Agreements critical to supporting the Department of Defense Strategy for Operating in Cyberspace. These agreements allow us to work closely with our allies and partners to share information and build the relationships necessary to provide for our collective cyber defense.

Additionally, European Command is involved in numerous NATO and U.S. cyber-based exercises with the Interagency, Services, and other combatant commands—to include the new and urgently needed U.S. Cyber Command—in order to coordinate, synchronize and integrate cyber activities with ongoing military activities. Working together, we are developing coordinated contingency plans, supporting execution orders, and building strong cooperative relationships across the defense enterprise to provide a solid foundation for operations and progress in cyberspace. We also continue to work with the Department of State to issue demarches that restrict adversarial use of cyberspace in Europe. In short, we are moving in the right direction. We need to keep moving in this direction and pick up speed in order to prevail in what is rapidly becoming a primary battlefield of the 21st century.

“Our nation sits at a crucial moment, where cyber attacks are common but have not yet significantly impacted or endangered the American way of life. We have the opportunity to improve prevention and response to cybersecurity threats, but we must take action now.”

-Congressman James R. Langevin (D-RI), House Armed Services Committee

Interagency Coordination. At European Command, we believe that ‘no one of us is as smart as all of us, thinking and working together.’ Nowhere is that maxim more applicable than in the realm of interagency coordination, particularly in an environment of constrained resources. The diversity and complexity of the modern security environment exceeds the capacity of any single government organization. It demands ‘whole-of-government’ solutions that draw strength and effectiveness from the collective judgment, training, and experience of the many dedicated public servants in government who, working together, can effectively synchronize the elements of national power. To that end, our Interagency Partnering Directorate continues to tap the strength of the U.S. interagency through in-house experts and outreach efforts that synchronize our efforts across the U.S. government, partner nation governments, international and non-governmental organizations, the private sector, think tanks, and academia.

We believe strongly in the value—and the efficiencies—that exist in these ‘whole-of-government’ and ‘whole-of-society’ solutions, if only we have the ability and patience to seek them out and put them into practice. To that end, European Command benefits tremendously from our Civilian Deputy to the Commander position, occupied by career Foreign Service Officer, Ambassador Larry Butler. His diplomatic credentials and savvy are indispensable to theater operations. Additionally, our Interagency Partnering Directorate adds the knowledge and capabilities of several interagency experts from the Departments of State, Justice, Energy, and Treasury; the Federal Bureau of Investigation; Immigration and Customs Enforcement; Customs and Border Protection; the Drug Enforcement Administration; U.S. Agency for International Development; Office of Foreign Disaster Assistance; and the Justice Department’s International Criminal Investigative Training Assistance Program. These outstanding professionals each bring

a vital depth and breadth to our Command, its operations, and our outreach across the continent that is adding tremendous value to our mission, effectiveness, and ability to speak and act across a multitude of organizational cultures.

In addition, over the last two years, we have partnered with the U.S. Interagency and with international and non-governmental organizations—from the Department of State to the UN Office for the Coordination of Humanitarian Affairs to volunteer technical communities—to explore continuing innovations in cloud computing and real-time information sharing. Through these efforts and partnerships, European Command seeks to leverage crowd-sourcing, crisis mapping, social media, and other unclassified information sharing venues to establish situational awareness and share critical information quickly during natural disasters, humanitarian assistance efforts, and other response activities. So far, this unparalleled outreach has achieved measurable success in crisis collaboration and communication. It is paving the way in an exciting and groundbreaking area that will significantly enhance our effectiveness and capacity in future operations.

Public-Private Cooperation. European Command continues to leverage expertise found in the private sector to find greater efficiencies, achieve important theater objectives, and support priority NATO efforts. One initiative is European Command's partnership with the Business Executives for National Security (BENS), a group of volunteer business executives with an interest in national security, who travel to theater at their own expense to understand and offer ideas about the complex challenges of the 21st century security environment. Last year, BENS provided concrete recommendations on strengthening cyber security in the Baltics, one of the best public-private exchanges I've seen in a decade. On another important front, BENS is examining how to work with European Command and the U.S. Embassies in Ukraine and Moldova to address the growing problem of illicit trafficking in and through those countries.

Supporting the partners who fight side-by-side with us in Afghanistan, European Command has teamed up with 'Project Hope,' sending some of the foremost experts in traumatic brain injury to the Baltics to work with our allies there and improve assistance programs for returning veterans injured in combat. European Command also continues to support the State Department's "New Silk Road" initiative, seeking to promote and broaden economic development opportunities across Afghanistan in support of vital NATO objectives and the U.S. transition strategy.

We are working with the U.S. Agency for International Development to develop and strengthen humanitarian programs designed to enhance and sustain U.S. engagement in the Balkans which are, as mentioned, increasingly important today. Finally, in an initiative European Command spearheaded with the Chairman of the Joint Chiefs and Undersecretary of Defense for Policy, the Defense Business Board plans to examine current departmental public-private collaboration with the goal of focusing these activities into a genuine 'whole-of-society' effort, continuing progress toward a more efficient, effective, and fiscally responsible Department of Defense.

Innovation. Increasingly, the key to unlocking greater productivity and efficiency lies in innovation. European Command continues to advance innovative ideas, concepts, and technologies to further our mission, support our partners, and improve our own capabilities and capacity. Innovation collaboration is a two-way street, requiring outreach and reciprocation with our international, interagency, and public-private partners. Since standing up an Innovation Cell two years ago, a culture of innovation and creativity has become engrained across the Command.

Our Science and Technology Office has initiated numerous Joint Capability Technology Demonstrations to speed the learning cycle in support of cyberspace, environment sensing, force protection, consequence management and counter trafficking initiatives. Our Intelligence directorate has launched efforts using complex modeling to better understand today's dynamic and

adaptive strategic and operational environments. Evaluating theater throughput, we are looking at innovative ways to build smarter logistics and improve the logistical capacity of our allies and partners. Our Public Affairs directorate has taken the lead in incorporating rapidly expanding social media technologies to help us understand, incorporate, and operate in the world of Facebook and Twitter. Numerous other innovations are being explored across the enterprise.

None of these ideas would be possible without our ability to engage, exchange, and cross-pollinate innovative ideas with our international, governmental and private partners. Ideas emerge and grow from connection and collaboration, and are improved and strengthened when they are combined in creative and surprising ways. We will continue to foster a robust and inclusive culture of innovation at European Command that relies on our ability to share and test ideas across the public and private spectrum. We know that future efficiencies and success will increasingly rely on new ideas and innovations. European Command stands ready to contribute to that national endeavor.

POSTURE: FORCES, FOOTPRINT, AND RELATIONSHIPS

European Command's posture is comprised of three interdependent elements—forces, footprint, and relationships—supporting the military operations, international military engagement, and interagency partnering that enhance transatlantic security and provide for the forward defense of the United States. Our posture facilitates U.S. global operations, assures allies and partners, deters aggression, maintains strategic access, enhances partnerships, and sustains our allies' and partners' capabilities and capacity to achieve shared security objectives.

Forces. Forward-stationed active duty service members, forward-deployed rotational units, and reserve forces in European Command remain our primary tool for maintaining U.S. influence across the theater and—when called upon—projecting power within and beyond it. These forces are a visible and incontestable manifestation of U.S. commitment to the region. They provide for frequent engagement at all levels, build habitual relationships and trust, ensure interoperability with our allies and partners, and help facilitate transformation within European militaries. They assure access when and where it is needed, fulfill our NATO alliance commitments, including our Article V commitment, and preserve U.S. leadership in NATO.

There are approximately 78,000 active duty military forces within the European Theater. Of these, approximately 68,000 personnel are assigned to European Command and its Service components. It is important to note that over 10,000 forces in Europe are assigned outside European Command, to other DoD organizations and U.S. government activities in theater, a testament to the important role European Command plays in supporting NATO, other U.S. combatant commands, and agencies across our theater.

Footprint. The nation relies on a network of Main Operating Bases, Forward Operating Sites, and Cooperative Security Locations located inside the European Command area of focus that provide superb training and power projection facilities supporting coalition operations and contingency missions in Europe, Africa, Asia, and the Middle East. In addition to meeting our mission, this mature, well-established, and highly capable network supports and enables the activities of U.S. Transportation Command, U.S. Central Command, U.S. Africa Command, U.S. Strategic Command, U.S. Southern Command, and NATO. This basing network, providing unparalleled proximity and access to three continents, stands ready to support U.S. and NATO contingency operations on very short notice. Indeed, we witnessed last year how rapidly the installations along the Mediterranean—Moron Air Base, Spain; Aviano Air Base, Italy; Naval Air Station Sigonella, Italy; and Naval Support Activity Souda Bay, Greece—were able to provide critical basing and logistical support to support NATO operations over Libya.

Thanks to strong and continued Congressional support, previous annual military construction authorizations and appropriations have enabled European Command to address a balanced mix of our most pressing mission, mission support, quality of life, and housing requirements. The goal of our fiscal year 2013 military construction program is to support our posture initiatives, consolidation efforts, and infrastructure recapitalization projects, including the Medical Facility Consolidation and Recapitalization Project at the Rhine Ordnance Barracks, Germany.

The Rhine Ordnance Barracks Medical Center Replacement project is one of European Command's highest priority military constructions projects, providing for the consolidation of duplicative medical facilities in the Kaiserslautern Military Community (adjacent to Ramstein Air Base), and providing a vitally important replacement for the aged and failing infrastructure at the Landstuhl Regional Medical Center (LRMC). LRMC, a strategic national asset for nearly 60



A U.S. surgical team in Germany operates on a soldier wounded in combat. The access and timeliness of these critical medical interventions have driven U.S. combat-related deaths to historic lows.

years—which has saved the lives of thousands of U.S. warfighters, driven the U.S. combat fatality rate to historic lows over the past 10 years of conflict, and provided outstanding medical care to our overseas service members and their families—is reaching the end of its service life. LRMC’s accelerating structural failure and our enduring need to

preserve a critical surge-capable overseas medical platform, able to support current and future U.S. combat operations at this medically significant half-way point between the U.S. and conflict areas spanning half the globe, reinforce the need for this project. Importantly, the FY12 National Defense Authorization Act and FY12 appropriation provided essential authorization and funding to continue this vital project’s forward progress. Sustained Congressional support in FY13 and beyond is necessary to meet this pressing requirement.

At enduring theater locations, we will preserve past investments through the responsible use of both the Sustainment, Restoration, and Modernization program and the military construction program, even as we continue our long-term and highly successful efforts to reduce overall facility inventory. It is important to note that, over the past 22 years, European Command has reduced inventory by approximately 75%. And, over the past eight years, we have closed or consolidated over 200 sites of various sizes across the theater. Our remaining footprint is primarily comprised of approximately 25 major bases with supporting smaller sites.

At other locations, we are optimizing the use of all available resources to ensure that these installations remain mission effective until they are removed from the inventory. Additional efforts to reduce inventory will be driven by future strategic force structure decisions. Though, in some cases, continued reductions and consolidations in the pursuit of increased efficiencies may require additional military construction in order to succeed.

As always, when it comes to military construction, we will continue to leverage NATO common funded investments and, where required, pre-finance our projects to reserve a future opportunity to recapture part of this investment through the NATO Security Investment Program.

When it comes to our overseas footprint, European Command will continue to review requirements across our mission, quality of life, and agency portfolios in order to work towards joint solutions and achieve infrastructure efficiencies, particularly as Departmental leadership, in accordance with the new strategic guidance, considers the appropriate size and composition of U.S. forces in Europe. As we continue these consolidation and recapitalization efforts, we will convey our requirements in our Theater Posture Plan and military construction requests.



Theater forces conduct important relationship-building events through EUCOM's Partnership-for-Peace program, preserving and strengthening our strategic partnerships.

Relationships. Our experience in operating as part of multinational coalitions has demonstrated the importance of developing and sustaining long-term relationships with our allies and partners. These relationships are critical to maintaining the theater access and freedom of movement we both need and rely upon in crises. These relationships also build

the trust essential for us to work and train together, develop needed capabilities and interoperability, and build the willingness among our partners to contribute to regional security and out-of-area operations.

We recognize that today's fiscal environment requires difficult decisions regarding overseas force structure. In order to achieve efficiencies and cost savings, European Command continuously evaluates opportunities for recapitalization, consolidation, or closure of facilities, balanced with the need to preserve the appropriate level of current and planned mission support for our command as well as the other U.S. combatant commanders, Services, agencies, and activities that we support. Uncoordinated or expedited posture reductions risk permanent loss of access with important host nations. Once relinquished, access is often fiscally and politically prohibitive to reestablish, or the terms are less advantageous to the United States. Our ongoing planning efforts seek to find the right balance between strategic access, operational effectiveness, fiscal efficiency, and diplomatic consistency.

Initiatives. Currently, European Command is implementing a number of critical posture initiatives to accomplish our mission, strengthen interoperability with our strategic partners, support our Service components and other U.S. combatant commands, and achieve basing efficiencies.

Those initiatives include:

Stationing four U.S. Navy Aegis Ballistic Missile Defense destroyers in Rota, Spain. This effort directly supports the President's European Phased Adaptive Approach (EPAA) to Missile Defense. EPAA outlines the phased implementation of U.S. contributions to an allied missile defense capability for Europe that protects U.S. forces stationed in Europe, our allies and partners, and the U.S. homeland. In terms of this mission, forward-based forces provide considerable efficiency

when compared to the force generation required to meet the same requirement with rotational U.S. forces. The Navy estimates that it would take 20 ships based in the United States to supply the presence provided by these four forward-deployed ships.

Establishing a small aviation detachment in Poland. As mentioned earlier, this detachment is designed to support a periodic rotational aircraft presence to strengthen interoperability between the U.S. and Polish air forces. The first detachment is scheduled to arrive in early 2013 for a two-week rotation.

Continuing Army consolidation actions in theater. First, the U.S. Army's V Corps relocated to Wiesbaden following the departure of 1st Armored Division Headquarters, which moved to Ft. Bliss, Texas. Second, U.S. Army Europe Headquarters will begin its move to Wiesbaden later this year. Third, scheduled in the near future, the Army will move the majority of the 173rd Airborne Brigade Combat Team to Vincenza, Italy.

Multi-modal logistical support to U.S. Transportation Command. Also as mentioned, European Command is supporting U.S. Transportation Command's requirement to develop and enhance its multi-modal distribution capabilities available at MK Airbase in Romania, an important capacity initiative for ongoing theater and global logistical missions.

Strategic Presence. U.S. posture in Europe provides a deterrent effect against would-be adversaries or aggressors reluctant to face forward-based U.S. forces or withstand a U.S.-supported coalition response. That deterrent effect, in proximity to some of the world's most dangerous places including the Levant, Africa, and the Middle East, is contingent on U.S. forces retaining our decisive edge in combat capabilities, agility and flexibility in providing rapid crisis response, and physical presence as a constant reminder of the costs of aggression and miscalculation. A

credible combination of forward-based and rotational forces, in proximity to these hot spots, is essential to maintaining deterrence against future aggressors, preserving stability, and reassuring our allies and partners. U.S. posture in Europe is also important because it provides irreplaceable basing and other support to global U.S. operations, helps to sustain critical partnerships and partner capabilities, demonstrates U.S. leadership in NATO, and reaffirms our nation's strong and enduring commitment to the NATO Alliance.

OUR MOST IMPORTANT RESOURCE

None of these activities would be possible without the extraordinary people that make up U.S. European Command and NATO Allied Command Operations. We are committed to providing the best possible support to these brave and dedicated men and women, and their families. We are devoted to sustaining their readiness, health, and quality of life support.

Deployment, Behavioral Health, and Compassionate Fatigue and Family Support. While maintaining our focus on mission readiness, we must also seek avenues to respond to the significant stress placed on our forces and families due to protracted combat operations and cyclical deployments. Several organizations and studies within the Department of Defense have identified an urgent need for sustained behavioral health services to support our warriors and families, especially in an overseas environment with few private sector options. Within adaptive and flexible care systems, the members of our all volunteer force and their families must continue receiving quality care and responsive support in a stigma-free environment. A system-wide, recurring 360-degree review of these programs, focused on the connection between at-risk indicators and catalysts, is needed to eliminate gaps in support. The goal is alignment of focused caregiver teams with corresponding data to provide needed care in a timely and responsive manner. We will continue our work with the Office of the Secretary of Defense on a working definition for resilience, and determine initial measures for baseline assessments to address at-risk indicators and service member needs. Additionally, we have partnered with the First Family's Initiative to 'Join Forces,' and are implementing elements of that campaign within the European Command enterprise. We continue to support ongoing efforts

to improve complex care management and the medical portion of the disability evaluation process, which will result in improvement of wounded, ill, and injured warrior benefits.

Investment in Our Schools. We are pleased that the Department of Defense Education Activity (DoDEA) continues to make needed investments in DoDEA's overseas school infrastructure. Many of our schools are converted 1950s-era barracks. These investments directly



"We must preserve the quality of our All-Volunteer Force and not break faith with our men and women in uniform or their families."

-Secretary Panetta, January 5, 2012

support the children of our servicemen and women, who will benefit tremendously from this investment. At the end of this seven-year program, all failed or failing infrastructure will be recapitalized, providing concrete proof of our promised commitment to take care of the military families who also serve, and have made many sacrifices in recent years. Additionally, we will continue to address and pursue improvements to our military family housing and barracks

in the 2013 military construction program to improve living conditions for our service members and their families.

Sustaining Quality of Life. Potential changes to overseas force structure require a renewed effort to ensure the appropriate balance between force levels and quality of life support. European Command is closely examining how to increase effectiveness and efficiency in applying regionally distributed service support, through a hub and spoke model, from our main operating bases to those locations experiencing change. Increasingly, our smaller force locations require a fresh look at scalable facilities and contracts, increased reliance on host nation support, and greater public-private cooperation. These geographically separated units require tailored support standards that

are palatable to service providers, within appropriate guidelines. We must ensure the availability of mainstay support functions—health care, education, child care, morale, post office, and internet access—prior to making assignments to these remote locations. We are also cognizant of the need to ensure safe, accompanied tour parity with our partner nations in locations that support and enhance our theater objectives.

NATO & ALLIED COMMAND OPERATIONS

“As an alliance of democratic nations, NATO ensures our collective defense and helps strengthen young democracies... To ensure that this commitment has meaning, we must strengthen the full range of capabilities that are needed to protect our people today and prepare for the missions of tomorrow. Even as we modernize our conventional forces, we need to reform alliance command structures to make them more effective and efficient, invest in the technologies that allow allied forces to deploy and operate together effectively, and develop new defenses against threats such as cyber attacks.”

-President Obama

NATO: An Active Alliance. As an anchor of transatlantic security for more than 60 years, the NATO alliance remains essential to the security of the United States and its allies, ensuring peace and stability throughout Europe, and countering threats across the globe. Although much has changed since its founding in 1949, the Alliance remains an essential and unique source of stability in an unpredictable geopolitical environment. NATO members now confront a far broader spectrum of security challenges than in the past. Threats such as the proliferation of weapons of mass destruction (WMD) and ballistic missile technologies, cyber attacks, and terrorism know no borders. NATO has also found itself called upon to help protect civilian populations from government repression. NATO today leads seven major operations and missions—up from almost none in the early 1990s—including NATO’s largest mission ever in Afghanistan and last year’s highly successful Operation UNIFIED PROTECTOR. During that same period, NATO has cut personnel assigned to its operational headquarters by 67%, while expanding its partnerships. NATO’s 2010 New Strategic Concept entitled, “Active Engagement, Modern Defense,” provides a 10-year roadmap that reconfirms the allies’ commitment to defend one another against attack, as the bedrock foundation of Euro-Atlantic security, and lays out a vision for an evolving and

increasingly agile, capable, and effective Alliance ready to defend its members against the threats of the 21st century.

Strategic Concept and Command Structure Reform. The Strategic Concept announced at the 2010 Lisbon Summit reaffirms the fundamental purpose of NATO and defines three core Alliance tasks: collective defense; security through crisis management; and cooperative security through partnership. In June 2011, NATO Defense Ministers received a detailed review of capabilities, and approved a set of concrete reforms in support of the new Strategic Concept and the 2010 Lisbon Summit Declaration. These reforms will make NATO leaner, more flexible, and more cost effective, sustain the current level of operational ambition, and enable command and control for two major joint operations and six smaller joint operations. The new military command structure will have fewer headquarters organized under two Strategic Commands, (Operations and Transformation), and will include two deployable Joint Force Headquarters (JFHQs). Additionally, the U.S.-led NATO organization, STRIKEFORNATO (led by a dual-hatted commander also responsible for the U.S. 6th Fleet and Naval Forces Europe/Africa), is in the process of relocating from Naples, Italy, to Lisbon, Portugal; one of the first major moves in the implementation of NATO's new command structure. Once fully implemented, this restructuring will lead to a 30% reduction in personnel (13,000 to 8,800), and will consolidate 11 major headquarters to only six.

Major Operations. Over the past year, NATO and Allied Command Operations have executed multiple major operations, demonstrating an impressive array of Alliance capabilities. Today, roughly 150,000 military personnel are engaged in NATO missions around the world, successfully managing complex ground, air, and naval operations in all types of environments. These forces are currently operating in Afghanistan, Kosovo, Iraq, the Mediterranean, in the seas

off the Horn of Africa, and, until recently, in support of operations over Libya. During the Libyan operation, NATO had a total of nearly 170,000 troops engaged in worldwide operations.

Afghanistan. NATO's operation in Afghanistan remains the Alliance's most significant operational commitment to date. Our allies and partners continue to share the risks, costs, and burdens of ISAF. They have contributed troops, funding, and equipment, and have made significant non-military contributions to ISAF. ISAF forces include over 130,000 troops from 49 contributing nations. Three of the six regional commands in Afghanistan are led by allied or partner nations, and 13 of the 29 Provincial Reconstruction Teams in Afghanistan are led by nations other than the United States.



A Spanish soldier assigned to NATO's Interantional Security Assistance Force (ISAF) conducts combat operations over northwestern Afghanistan. Spain has provided forces to ISAF for over a decade, since January, 2002.

As mentioned earlier, the successful transition of security to Afghan authority will continue to rely upon increased Afghan National Security Force (ANSF) capabilities. Over the past year, ANSF has achieved their growth target of 305,000. In June 2011, the Security Standing Committee of the Joint Coordination and Monitoring Board agreed to an increase of the ANSF to over 350,000 by November 2012. The nascent Afghan Air Force (AAF) currently numbers nearly 4,700 personnel and 59 aircraft, and is on its way to becoming a professional, operationally capable, and sustainable force. There are now over 200,000 ANSF members either completed with or in literacy training, which may well have the most far-reaching and long-term impact, not only on the ANSF as a capable and professional force, but, importantly, on Afghan society as well.

These improvements in Afghan capabilities, along with improved security conditions, have allowed us to begin transitioning security responsibilities from coalition forces to Afghan authorities. Since the summer of 2011, NATO has started handing over primary security responsibility to the Afghan government and the ANSF. Thousands of police and military personnel have been trained as part of this enduring partnership and transition process. Following the November announcement by President Hamid Karzai that 18 more areas will soon transition to Afghan security control, over half the Afghan population will be protected by their national security forces.

The increased professionalism and capabilities of the ANSF support these transition objectives by enabling the Afghan capability to secure their own territory, facilitate civilian efforts to establish governance, and prevent future threats to stability. While there is tremendous progress occurring, key challenges and areas that still must be addressed by the international community include corruption, cross border sanctuaries, and strategic communications outreach.

The recent Bonn Conference set out how far we have come in 10 years since the first Bonn Conference in 2001, while reaffirming the mutual commitment between Afghanistan and the international community to deepen and broaden their historic partnership from Transition to the Transformation Decade of 2015-2024. This effort supports further transformation in the areas of governance, security, the peace process, economic and social development, and regional cooperation. The lasting commitment of the international community—including funding to sustain the ANSF; training and operational support for niche capabilities; Quick Reaction Forces; and assistance to Special Operations Forces—will be essential to ensure that gains made in stability become irreversible.

Libya. From March 24 to October 31, 2011, NATO Allies led an unprecedented coalition of contributors in Operation UNIFIED PROTECTOR supporting UN Security Council Resolutions 1970 and 1973. The coalition enforced an arms embargo by air and sea across Libya's maritime flank, maintained a no-fly-zone, and undertook specific operations to protect civilians and civilian populated areas. NATO air assets conducted over 26,500 sorties, including over 9,700 strike sorties to protect the people of Libya from attack or the threat of attack. A total of 49 ships from 12 nations, along with surveillance assets provided by submarines and maritime aircraft, supported the operation in the Mediterranean Sea. Ships conducted more than 3,000 intercepts for hailings, 311 boardings, and 11 denials. The NATO Alliance worked as it was designed to do, with our allies and partners sharing the burdens and responsibilities of these operational missions.



A British Typhoon fighter jet takes off for a combat mission over Libya during NATO's Operation UNIFIED PROTECTOR. NATO air assets conducted over 26,500 sorties to protect the Libyan people.

Shortly following initial coalition efforts by the U.S., United Kingdom, and France to reduce the threat of Libyan air defenses, NATO assumed the lead for Operation UNIFIED PROTECTOR. The U.S. continued to contribute as a combat enabler, focusing largely on aerial refueling and intelligence, surveillance, and reconnaissance support. These crucial and irreplaceable U.S. contributions to the overall effort enabled our allies and partners to fully contribute to the operation. In all, 14 NATO members and 4 partner countries provided naval and air forces for NATO's

three missions. Together, these 18 countries bore the brunt of the Alliance effort. Additionally, the long-standing political-military relationships developed through Alliance operations, exercises, and partnerships permitted and facilitated the coordinated and rapid commencement of operations within an unprecedented timeline. Furthermore, Operation UNIFIED PROTECTOR proved the value of a comprehensive approach involving civilian advisors and coordination with non-governmental organizations. In sum, the Libya operation demonstrated the synergistic effects of Alliance capabilities, and manifested the continued success and evolution of the NATO Alliance in the 21st century.

“We have fully complied with the historic mandate of the United Nations to protect the people of Libya, to enforce the no-fly zone and the arms embargo...Operation UNIFIED PROTECTOR is one of the most successful in NATO history. We are concluding it in a considered and controlled manner--because our military job is now done.”

-NATO Secretary General Rasmussen, marking the end of the Libya operation,
October 31, 2011

Kosovo. While Afghanistan remains NATO's primary operational theater, the Alliance has not faltered in its other commitments, particularly in the Balkans. Today, approximately 6,000 allied and partner nation troops operate in the Balkans as part of the NATO Kosovo Force (KFOR) to help maintain a safe and secure environment, and enable freedom of movement for all citizens irrespective of their ethnic origin. The United States provides only around 10% of forces currently deployed. Despite great progress made towards peace and stability in Kosovo, continued tensions at the border crossings with Serbia have reinforced the need for vigilance and careful analysis before further adjusting the KFOR posture toward a minimal presence.

Other Major NATO Operations. The Alliance has been active in a number of operations and missions to counter terrorism and maritime piracy, and to enhance stability in troubled regions. Operation OCEAN SHIELD is focusing on at-sea counter-piracy operations off the Horn of Africa, contributing to international efforts to combat piracy in this area. It is also offering, to regional states that request it, assistance in developing their own capacity to combat piracy activities. NATO naval forces continue to lead Operation ACTIVE ENDEAVOUR, focused on detecting and deterring terrorist activity in the Mediterranean and safeguarding this strategic maritime region. The experience and partnerships developed through Operation ACTIVE ENDEAVOUR considerably enhanced NATO's capabilities and contributed directly to the rapid integration of assets for Operation UNIFIED PROTECTOR.

Additionally, the NATO Training Mission in Iraq (NTM-I) recently was successfully concluded. It delivered training, advice, and mentoring (with all NATO member countries contributing to the training effort either in or outside of Iraq) through financial contributions or donations of equipment. Over the 7 years of the mission, nearly 20,000 Iraqi security forces received training.

NATO members and partners also conduct an important joint and collective air-policing mission to preserve the integrity of NATO airspace through the NATO Integrated Air Defence System, a system comprised of sensors, command and control facilities, and weapons systems such as ground-based air defense and fighter jets.

Major Exercises. NATO exercises are key enablers for core missions and focus areas, and contribute to the value of U.S.-led training and exercises. As an example, in 2011, exercises and resources were synchronized with a large U.S. based Mission Rehearsal Exercise (MRX) program,

UNIFIED ENDEAVOR, enabling two NATO pre-deployment exercises in order for the ISAF Joint Command Headquarters and Regional Command South to prepare forces and headquarters for the mission in Afghanistan. The exercises provided training for the U.S. First Corps, 82nd Airborne Division, NATO's HQ Allied Rapid Reaction Corps (ARRC), and individual augmentees from troop-contributing nations, increasing the level of coalition training not only for U.S. forces, but also for coalition members.

Additional exercises provide an opportunity for allies to work with other partner nations, building collective capabilities for mutual security interests. In 2011, NATO carried out a number of exercises with Russia supporting the Lisbon Summit pledge, seeking to enhance the strategic partnership with Russia and other new partners. Russia participated in allied Exercise BOLD MONARCH, demonstrating submarine rescue operations, as well as Exercise VIGILANT SKIES, the first live NATO-Russia counterterrorism exercise in the skies, where Polish, Russian and Turkish fighter jets intervened in response to the simulated terrorist hijacking of a passenger aircraft. We are doing some mission defense exercises with Russia this spring as we seek cooperative relations in this complex area.

NATO Special Operations Forces. The NATO Special Operations Forces Headquarters (NSHQ) is a U.S.-led framework organization within the NATO structure that has achieved significant multinational Special Operations synergy over the past four years. This is perhaps best illustrated by the active presence of over 2,000 ISAF Special Operations Forces (SOF) personnel on the ground, actively partnering with Afghan Security Forces. As NATO looks to broaden such engagements and partnering in an effort to apply comprehensive solutions to security challenges, NSHQ has already begun integrating Partnership-for-Peace SOF members from Sweden and

Austria into the NSHQ, where they interact habitually with Irish, New Zealand, Finnish, Swiss, and Australian SOF.

Fostering SOF capability and interoperability among 28 allies, and a wide range of other actors who leverage the Alliance, is an economy of force effort and force multiplier that epitomizes the concept of 'Smart Defence,' with an associated impact that extends beyond the Alliance and the transatlantic security relationship. Whether in areas of intelligence sharing, training and education, communications, or biometrics and exploitation, the NATO SOF community is driving significant change and innovation within NATO. As an effective agent of 21st century change, NSHQ continues to capitalize on knowledge, experience, and capabilities returning from Afghanistan, and apply them to future challenges in order to take NATO's SOF transformation to the next level.

Chicago Summit. Clearly, NATO is an active and leading contributor to peace and security on the international stage. This May, the 25th NATO Summit will take place in Chicago. Ministerial meetings since December 2011 continue to develop the summit agenda. In Chicago, NATO Heads of State and Government will further develop and approve strategic guidance for Alliance activities supporting the enduring partnership with Afghanistan beyond 2014, other partnership strategies, NATO's Missile Defense Capability, Multinational Capabilities, and a review of the Alliance's Deterrence and Defense Posture.

"The transatlantic partnership has been both a cornerstone of global security and a powerful force for global progress.... We have fought and died for each other's liberty and freedom. These are ties that cannot and never should be broken."

"Europe is and remains America's partner of first resort."

-Secretary of State Hillary Rodham Clinton

CONCLUSION

The Soldiers, Sailors, Airmen, Marines, and Civilians of U.S. European Command and NATO Allied Command Operations are making vital contributions to our national security and forward defense every day through their engagement, support, and brilliant execution of combined operations with our allies and partners across the theater. As we look to future success, I ask for your continued support of these extraordinary men and women, and their families, to ensure they receive the care and benefits they have earned and so rightly deserve.

Our work continues to make a difference. As the Secretary of Defense has stated, the U.S. depends on NATO “every day to provide capacity that we cannot find anyplace else.” Given the continuous change we face in the current security and fiscal environments, sustaining this vital, historic, and effective Alliance, and preserving our critical theater strategic partnerships, is even more essential to protecting the security interests we share as we continue moving forward in the 21st century.

European Command remains focused on sustaining these partnerships to meet the demands of ongoing operations. We continue to leverage the authorities and funding that Congress has provided to support the allies and partners who have made their own vital contributions to these operations. Congressional support for these programs has enabled us to assist these allies and partners as they have conducted operations in Afghanistan and taken a leadership role in last year’s Libya operation. These allied and partner contributions remain critical to meeting our goal to transition security responsibility in Afghanistan by 2014. Accordingly, we ask for your continued support of the funding and authorities so essential in preparing our allies and partners to make these contributions to our common defense.

Even as we focus on present needs, we must also consider the future of the transatlantic partnership. Through years of deployment to Afghanistan, and in recent operations over Libya, we have made great strides toward developing the military capabilities called for in the November 2010 NATO Strategic Concept. Looking ahead, we seek to consolidate and sustain these gains, keeping our skills sharp for future expeditionary and stabilization operations while retaining our ability to train foreign military forces to support future contingency operations. I agree with Secretary Panetta: it would be a tremendous loss if, for any reason, the Alliance did not retain, develop, and institutionalize the hard-earned capabilities that have allowed it to conduct these operations with such skill and success. Given the economic constraints facing Europe and the United States, this risk is real. However, we believe this outcome can be avoided as long as our allies and partners properly resource and transform their armed forces, and the United States continues to support these vital strategic partnerships, focusing in areas that allow us to train, deploy, and operate together safely and effectively. We respectfully request your continued assistance in this endeavor, one essential to the security of the United States.

And, as we look to the future of the historic transatlantic security partnership, one that proved so valuable and served us so well in the last century, we must continue to focus its evolution and capabilities on the common strategic interests and challenges that we face in the 21st century. Those challenges include the threat of ballistic missile attack, the proliferation of weapons of mass destruction, threats in cyberspace, and transnational illicit trafficking. The danger of underestimating the value of this partnership is also real, particularly as the generation that contributed and received so much from it passes from the scene. As former Defense Secretary Robert Gates recently said, “The policymakers who will follow us...will not have the same historical, personal and, indeed,

emotional ties to Europe, and may not consider the return on America's investment in Europe's defense worth the cost...and that will be a tragedy." Working together with our historic partners on these critical security challenges of the 21st century to wisely leverage the significant investments that America has made for over half a century will be more important than ever in light of the fiscal constraints that we all face. Your continued support will ensure that we are prepared, working in concert with these enduring allies and partners, to meet those challenges head-on and prevail.

So supported, European Command and Allied Command Operations will continue to serve as a vital part of the transatlantic bridge that provides our countries continued security in a new—and still unfolding—era. For, as Secretary Panetta said in Brussels last year, "Security in the 21st century will not be achieved by each nation marching to its own drummer. It can only be achieved by a willingness to fight together to defend our common security interests. That is the world we must shape today, to build a stronger world for tomorrow."

Every day, the men and women of European Command and Allied Command Operations are working through history's most successful alliance, alongside our allies and partners across a dynamic theater, to build and sustain that indispensable "willingness" in the pursuit of our common security interests and the forward defense of the United States. With every action, they are shaping the rapidly changing world we live in today in order to provide the enduring capabilities, security structures, and trust we need for a stronger world tomorrow. It is a world in which we are—and will continue to be—***STRONGER TOGETHER.***

